

STATE OF CALIFORNIA
Budget Change Proposal - Cover Sheet
DF-46 (REV 08/16)

Fiscal Year 2017-18	Business Unit 5180 0530	Department California Department of Social Services California Health and Human Services Agency, Office of Systems Integration	Priority No. 012
Budget Request Name 5180-027-BCP-2017-GB 0530-012-BCP-2017-GB		Program MULTIPLE	Subprogram N/A

Budget Request Description
Child Welfare Digital Services Adjustment

Budget Request Summary

The California Department of Social Services and the Office of Systems Integration request a total of 57.0 positions and an increase of \$51.0 million (\$25.5 million General Fund) for fiscal year 2017-18 to continue activities related to delivering the Child Welfare Services – New System solution.

Requires Legislation <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Code Section(s) to be Added/Amended/Repealed	
Does this BCP contain information technology (IT) components? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <i>If yes, departmental Chief Information Officer must sign.</i>	Department CIO	Date
For IT requests, specify the project number, the most recent project approval document (FSR, SPR, S1BA, S2AA, S3SD, S4PRA), and the approval date. Project No. 0530-211 Project Approval Document: SPR #2 Approval Date: 4-1-16		

If proposal affects another department, does other department concur with proposal? ☒ Yes ☐ No
Attach comments of affected department, signed and dated by the department director or designee.

Prepared By	Date	Reviewed By	Date
Department Director	Date	Agency Secretary	Date

Department of Finance Use Only

Additional Review: ☐ Capital Outlay ☒ ITCU ☐ FSCU ☐ OSAE ☐ CALSTARS ☒ Dept. of Technology

BCP Type: ☐ Policy ☒ Workload Budget per Government Code 13308.05

PPBA	Original Signed By: Yang Lee	Date submitted to the Legislature 1/10/17
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A. Budget Request Summary

The California Department of Social Services (CDSS) and the Office of Systems Integration (OSI) request a total of 57.0 positions and an increase of \$51.0 million (\$25.5 million General Fund with matching federal funds) in combined state operations funding for Fiscal Year (FY) 2017-18 to continue with development and implementation activities related to delivering the Child Welfare Services – New System (CWS-NS) solution, consistent with Special Project Report (SPR) #2 and the redirection of resources from out-years to FY 2017-18 in order to reflect the project's recent adoption of an agile approach.

This Budget Change Proposal (BCP) requests the following positions and resources in FY 2017-18:

- 57.0 positions and \$50.7 million for the OSI CWS-NS project
- Resource redirection of \$109,000 and one position from CDSS to OSI; and
- \$378,000 for the OSI Child Welfare Services/Case Management System (CWS/CMS).

B. Background/History

The current CWS/CMS, which was initially implemented in 1997, is used by more than 20,000 county and CDSS workers to serve and protect the health and safety of children, youth and families in California. In November 2015, with the support of state and federal control agencies, the project adopted an agile procurement and development approach to iteratively deliver the CWS-NS solution and replace the CWS/CMS with a modern solution. This approach will deliver necessary functionality to counties, licensing staff, and other users more quickly and with less risk. To execute this approach, the project will implement business functionality via digital services by encapsulating the CWS/CMS and existing licensing solutions within a modern Application Programming Interface (API) which will allow new services to interoperate with the legacy systems. The project awarded the API contract in June 2016 and the Intake contract (which is the first customer facing digital service) in August 2016. The project expects new business functionality to be delivered to end users in FY 2017-18.

Resource History
(Dollars in thousands)

Project Budget	2013-14	2014-15	2015-16	2016-17
Authorized Expenditures	10,573	12,826	19,488	58,357
Actual Expenditures	5,712	10,194	10,622	-
Revenues	-	-	-	-
Authorized Positions	33.0	40.0	40.0	58.0
Filled Positions	24.3	36.3	40.0	52.0
Vacancies	8.7	3.7	-	6.0

C. State Level Considerations

The existing CWS/CMS is not compliant with state laws, regulations, or policies. To ensure the CWS program is compliant, end users have adopted redundant manual processes and created external systems to bridge gaps in CWS/CMS functionality. As such, the CWS-NS is a high priority for the state to provide CWS workers with the tools to continue supporting the families and children they serve to protect.

This BCP is consistent with the California Health and Human Services Agency (CHHSA) Information Strategic Plan and advances CHHSA's plan to:

- Identify and promote shared data and service opportunities;
- Identify shared services to address common business needs;
- Deliver a common infrastructure to leverage core competencies to provide benefit and reduce redundant investment in costly assets; and
- Allow clients and providers to benefit from enhanced service delivery resulting in improved outcomes.

The CWS-NS will be designed and developed in such a way that its services will be leveraged and consumed by other programs as part of a larger service delivery platform that shares common services, functions and infrastructure within the CHHS portfolio.

This proposal supports the Child Welfare Digital Services (CWDS), which is tasked with maintaining the existing CWS/CMS and delivering the CWS-NS and is comprised of both OSI and CDSS resources. Both organizations support this proposal as it is consistent with the project's updated strategic plan.

D. Justification

This BCP requests additional state, county, project support, and vendor resources to support ongoing project efforts to deliver new services to project stakeholders, replace the existing CWS/CMS and modernize the state's children's residential licensing capability.

Additionally, a realignment of existing state positions to classifications commensurate to the project's needs, funding for interface partners, and other adjustments related to Operating Expense and Equipment (OE&E), including facility activities and State Data Center Services, are requested. The resource and cost adjustments requested through this BCP are as follows:

Total Personnel Services Adjustment: \$6,309,000– New and Reclassified Positions

New State Positions - \$6,237,000 (57.0 positions)

Consistent with agile principles, the project continues to refine its staffing model through a process of progressive elaboration. The project has identified emerging resource gaps in several key functional areas: project management, procurements, key performance data and analysis, implementation, training, platform technology, development, testing, program policy and administration. If these gaps are not addressed in a timely manner, they present a risk to successfully delivering working software to county social workers during the budget year. The additional state resources will fill the emerging resource gaps and mitigate risk associated with schedule delays.

As approved in SPR #2, the project is developing a child welfare software system using the Development and Operations (DevOps) model to ensure continuous development, integration and delivery of digital services. The project plans to continue leveraging a mixture of state and vendor resources. The project will procure vendor teams to develop the Certification, Approval and Licensing Services (CALS), Case Management, and Resource Management digital services. The project will also build joint state and vendor DevOps capacity to support the Intake digital service and forthcoming digital services. Building technical capacity within civil service, where possible, will allow the project to:

- Take ownership of delivering the program mission with modern technology;
- Reduce dependency on vendors;
- Develop a pool of qualified state resources;
- Allow the state to be more flexible in the enhancements and future services the CWS-NS provides to stakeholders; and
- Allow the state to continue providing high-value services at a lower operational cost.

As state resources support more platform and DevOps activities, the project will continue to revise staffing needs and make necessary adjustments in future budget requests.

Refer to Attachment 1 – Workload Analysis New State Resources for the justification and workload analysis for each of the new proposed state resources.

Reclassified 10.0 Existing State Positions - \$72,000

This BCP also requests funding to realign state staff classifications previously authorized in budget requests to be reflective of current and expected project needs. Obtaining state staff with the knowledge, experience and skills needed to ensure the success of the parallel initiatives of the project requires adjustments to state classifications of existing positions.

Refer to Attachment 2 – Workload Analysis Reclassified State Resources for the justification and workload analysis for each of the reclassified state resources.

Total County Consultant Resource Adjustment: \$2,515,000

California's CWS program is state sponsored and county administered. For this reason, it is critical to have a sufficient number of county consultants to act as business practice subject matter experts. County consultants provide an in-depth understanding of the current business model and ensure county business practices and needs are captured in the CWS-NS. This BCP requests three additional county consultants to act as subject matter experts on the Communications and Implementation/Training functional groups. Additional funding is requested for county consultant resources starting in FY 2017-18 as approved in Special Project Report (SPR) #2.

Refer to Attachment 3 – Workload Analysis New County Consultants for the justification and workload analysis for each of the new proposed county consultants.

Project Support Consultant Resource Adjustment: \$7,378,000

The project requires implementation support consultants, a second agile coach and a data conversion consultant. The current Implementation/Training functional group consists of three dedicated state staff and one consultant. In order to provide effective direction to the Implementation Vendor(s), the state needs additional resources. These additional resources will work closely with the Implementation Vendor Leads to ensure timely resolution of issues the counties may experience with the system, training, organizational change management, or other implementation-related challenges. Since these services are required for a short duration the most effective method to acquire these resources is to contract for them. The data conversion consultant will act as the project manager for county data conversion activities. Data conversion has historically been a risk on other large state IT projects and this additional resource will help mitigate this risk. Additional funding is requested for project support consultants previously approved in SPR #2.

Refer to Attachment 4 – Workload Analysis New Project Support Consultants for the justification and workload analysis for each of the new proposed project support consultants.

Software Customization Vendor Resource Adjustment: \$30,842,000

The project is requesting additional funding for vendor services previously approved in SPR #2. Previously approved funding of \$14 million for FY 2016-17 was only for partial year estimated costs for the API, Certification, Approval and Licensing Service (CALS) and Case Management Services. This request is seeking approval for the estimated increase in FY 2017-18, to continue with the software development activities for all remaining digital services.

Interface Partners Adjustment: \$4,400,000

The project is requesting funding for interface partners to build their side of the required CWDS interfaces. The project's interface partners include: the California Department of Education, the California Department of Public Health, the California Community College Chancellor's Office, the Department of Justice, the Statewide Automation Welfare System, counties, and private entities. These interfaces are not only required for stakeholders to meet business needs, but by federal regulations as well. The following table provides the estimated cost for each interface partner:

Interface Partner	Estimated Cost
California Department of Education	\$400,000
California Immunization Registry	\$100,000
Credit Reports (Private)	\$100,000
California Community College Chancellor's Office	\$400,000
Department of Justice	\$400,000
County Education Office	\$1,000,000
California Child Support Automated System	\$2,000,000
Total	\$4,400,000

OE&E Adjustments: (\$351,000)

The project is requesting other adjustments for associated OE&E, facilities, State Data Center, enterprise Services, and hardware/software costs. The project is estimating procuring one-time software in FY 2016-17, thus the negative request in FY 2017-18 because the baseline is higher than needed moving forward. Additionally, beginning in FY 2017-18, CWS/CMS will fund a portion of the facility based on staffing counts, which is included in this adjustment.

Local Assistance funding: \$69,994,000

Additional project funding in the amount of \$70.0 million will be requested through the Local Assistance Subvention Process. These funds will be utilized for costs associated with county participation, state transition, contract services, and OE&E. The majority of this funding (\$58.1 million) is associated with county participation costs which is integral to the project's user-centered design process. These additional dollars will ensure there is sufficient county engagement throughout the design and development of the digital services and adequate funding to assist during implementation. These costs were previously approved in the project's Feasibility Study Report and each subsequent SPR and the cause for increase is due to the estimated start date of engagement of each digital service.

Refer to Attachment 5 – Project Bridging Document for a display of total project costs and adjustments requested in this BCP.

E. Outcomes and Accountability

Successful execution of the CWS-NS will deliver business value to county social workers in a more efficient and effective manner. The project's agile approach to develop functionality will allow for rapid development and validation of services. Vendor performance is measured by working software, which gives county and state end-users immediate visibility and the opportunity to provide expedited feedback. Problems are able to be identified and corrected within weeks rather than years, reducing the cost of defect resolution and potential misalignment to user requirements. This approach is consistent with previously approved SPRs and the project's federal Implementation Advance Planning Document.

F. Analysis of All Feasible Alternatives

Pros:

- Consistent with state policy regarding less reliance on consultant services;
- State will be appropriately staffed to support platform responsibilities for Intake, Courts Processing, Eligibility, and Financial Management;
- State will be appropriately staffed to support DevOps responsibilities for CALS, Case Management, Resource Management, Courts Processing, Eligibility, and Financial Management;
- Project costs lower than if using all consultant resources to provide platform and DevOps services;
- Reclassified state resources will be in state classifications that are commensurate to the roles and responsibilities required of the project;
- Project will have the funding identified in previous approval documents to continue with the development and implementation of the digital services; and
- Project will have sufficient funding to ensure county stakeholders can be continuously engaged throughout the development and implementation phases.

Cons

- Increases state workforce;
- Risk that project will be unable to hire and retain qualified state resources;
- Additional consultant resources are required; and
- Fiscal impact in FY 2017-18.

Alternative II: Procure consultant resources instead of state resources.

Pros:

- Mitigates risk of being unable to find state resources who can perform the technical services required of the project; and
- Does not increase the state workforce.

Cons

- Increases state reliance on consultant resources;
- Risk of Government Code 19130 justifications for additional consultant resources not being approved and project not having required resources;
- Additional cost for consultant resources as compared to state resources;
- Additional workload on Procurement and Contract Management functional group to procure additional consultant resources;
- Schedule impact due to the time associated with burdensome state and federal procurement regulations;
- Does not allow for the state the opportunity to build a pool of qualified state resources that can provide these services moving forward; and
- Fiscal impact in FY 2017-18.

Alternative III: Do not approve request.

Pros:

- No impact to general fund; and
- Does not increase the state workforce.

Cons

- Project would not have the necessary resources to continue development of the digital services;
- The CWS/CMS decommission date would be further delayed resulting in increased costs; and
- Continued non-compliance with federal regulations may result in loss of Federal Financial Participation (FFP).

G. Implementation Plan

Upon approval of this BCP, the project will work with internal acquisition teams, the Department of General Services, and the State Technology Procurement Division to procure any additional resources. The project will develop recruitment packages and work with the California Department of Human Resources to recruit and hire new state staff. Lastly, the project will develop and submit an Advance Planning Document to the Administration for Children, Youth and Families to ensure continued federal support and FFP.

H. Supplemental Information

None.

I. Recommendation

Approve the proposed Alternative I as requested in order to ensure the CWDS has the required resources and funding available to continue with the effort of replacing the CWS/CMS with the CWS-NS solution.



Attachment 1 – Workload Analysis New State Resources

FY 2017-18 BCP

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Senior Project Management Analyst

Position Title	Senior Project Management Analyst		
Position ID	200		
Request	New position		
State Classification	Sr. ISA		
Organization	OSI		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	PMO		
Justification	All current Sr. PM Analysts are acting as Scrum Masters on each digital service team, causing an insufficient number of resources in the PMO. The project attempted to solve the issue of insufficient PMO resources by redirecting a portion of existing staff's time from other functional areas into the PMO. This has proven to be an ineffective method and led to staff either being over allocated or unable to provide a sufficient level of service to the PMO. To permanently solve PMO staffing issues the project is implementing a strategy of requesting new, experienced, dedicated positions. This position will support the project's project management processes, develop content for control agency documentation, and support all other functional groups with project management support.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Supports project integration management efforts and processes.	6	12	72
Ensures project management activities are conducted in accordance with project management plans, best practices and industry standards.	6	52	312
Researches special projects and develops and modifies project documentation for a variety of project integration management activities.	4	25	100
Assists the project manager with project management tasks related to quality assurance, risk and issue management, planning, schedule management, and other project management disciplines by providing both required information and recommendations for action by management.	48	6	288
Provides leadership to team members and other project staff on project management policies, procedures, practices, and standards.	12	12	144
Leads team activities in support of agile development processes and removes impediments to development activities.	32	8	256
Implements project management best practices from federal, state and industry standards in order that the CWDS can effectively and efficiently meet project goals and objectives.	15	12	180
Analyses all control agency documents relative to the CWDS and develops the appropriate responses based on the analyst's knowledge of the project's strategic and tactical plans for future changes and their associated technical justification.	6	6	36
Creates and maintains the PMO SharePoint presence.	10	12	120
Assists in the preparation of reports and presentations on project activities and status for various stakeholders.	5	8	40

CWDS FY 2017-18 BCP
Attachment 1 – Workload Analysis New State Resources

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Supports project integration management efforts and processes.	5	12	60
Ensures project management activities are conducted in accordance with project management plans, best practices and industry standards.	6	52	312
Total Annual Hours			1920
Total Positions			1.0

Business Analyst

Position Title	Business Analyst		
Position ID	207		
Request	New positions		
State Classification	AGPA		
Organization	OSI		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Business Services and Administration		
Justification	The project did not allocate enough analysts into the Facilities, Business Services and Administration functional group. There is a need to have resources who can perform more complex analytical work which includes developing administrative process and procedures and managing the more complex human resource related activities of a state staff in excess of 160. Currently these key functions do not reside with any resource and has potential risk implications if not mitigated by these additional resources.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Develops, executes and trains new administrative processes and procedures related to Business Services and procedures for the project to ensure there is a consistent, repeatable process for all management and/or staff to follow in the office. These tasks must be in coordination with all state regulations.	80	10	800
Researches, drafts and maintains duty statements and position justifications for an office of 500+ state and contracted staff.	3	200	600
Compiles recruit and appoint packages for upper management.	3	50	150
Researches, coordinates and analyzes the more complex human resources related activities of an office of 160 state employees. Consults with subject matter experts about various complex Human Resources issues.	8	60	480
Researches state human resource rules and regulations for issue papers.	10	31	310
Acts as a statewide administrator for department and state password resets and privilege administrator for the CWS/CMS and CWS-NS.	2	350	700
Manages office expenditures based on budget.	2	100	200
Reviews invoices and performs activities involving complex CalHR travel regulations for consultants and state staff, including researching regulations from the State Administrative Manual.	3	120	360
Writes white paper recommendations for management regarding complex HR issue resolutions.	24	10	240
Total Annual Hours			3840
Total Positions			2.0

Procurement Supervisor

Position Title	Procurement Supervisor		
Position ID	208		
Request	New position		
State Classification	Sr. ISA Supervisor		
Organization	OSI		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Procurement and Contract Management		
Position Description	<p>In the fall of 2015, the CWS-NS Project made a momentous change in both procurement and software development methodologies by moving towards an agile, modular approach and strategy. This change required a major shift in processes and most importantly, a way of thinking about and doing state procurements that had been engrained for years. As a result of this change, the Procurement and Contract Manager's responsibilities and workload increased ten-fold with the need to re-plan and forecast needed resources, establish new processes to meet the project's new agile approach to procurement and assist stakeholders in making this monumental shift. The new modular procurement approach has also resulted in a shift from a single, monolithic procurement to a multitude of procurements occurring back-to-back as well as simultaneously. While these procurements are occurring, there continues to be a need to manage and re-procure existing project contracts. The CWS-NS Project is California's first major IT project leveraging the modular procurement process and the increase in workload, exposure and responsibility on the Procurement and Contract Manager position was largely unknown. The Project's existing DPM II, Procurement and Contract Manager, now has primary responsibility for the successful procurement and contract management of numerous contracts valued in excess of \$250M. Having a dedicated supervisor resource for procurement and contract management will allow the Procurement and Contract Manager to focus on strategic plans and goals, decision-making at the conceptual level which affects organizational effectiveness and performance monitoring at the highest level. The Senior Information Systems Analyst Supervisor focuses on the day-to-day activities of the Procurement and Contract Unit, is responsible for meeting the unit's business goals and performs decision-making at the operational level. Due to the number of procurements and critical need to monitor and manage the numerous contractors on board, this position is key to the successful operation of the Procurement and Contract Unit. Having this additional resource will help ensure project procurement activities remain on schedule and decisions related to procurements can be made expeditiously without resulting in schedule delays.</p>		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Oversees the development, implementation and maintenance of the Contract Management Plan used to manage all vendor and project support contracts to ensure it remains in alignment with state/federal regulations and industry best practices.	15	45	675
Reviews and manages all contractual obligations to ensure that all terms and conditions of the contract are continually met.	10	18	180
Manages the deliverable acceptance process and any deliverable management tools the project may implement.	10	12	120
Reviews and makes recommendations to project governance bodies regarding payment of contractor invoices consistent with the contract terms and conditions, Invoice Management Plan,	6	9	54

CWDS FY 2017-18 BCP
Attachment 1 – Workload Analysis New State Resources

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Contract Management Plan, and deliverable acceptance process.			
Leads all contract amendments both from development and contract management perspective.	8	37	296
Manages the project's procurement activities required for the development and maintenance of acquisition for information technology (IT) and non-IT goods and services through Request for Proposals, Request for Offers, County Consultant Contracts, Interagency Agreements, etc.	6	10	60
Works with internal subject matter experts to develop requirements, qualification and evaluation criteria for all procurements.	9	10	90
Works closely with the Project Director to ensure that the project adheres to the competitive procurement process in accordance with federal and state regulations, laws, policy, and best practices.	15	10	150
Responds to complex inquiries regarding procurement activities and contractual obligations and revisions.	7	10	70
Identifies risks and issues related to procurement and contract management activities and recommends alternatives that result in the best solution for the state.	10	15	150
Performs direct supervisory responsibilities related to staff management and development. Collaborates with the Procurement and Contract Manager to evaluate staff resources and training needs, establish performance standards and expectations by conducting probationary reviews, annual Individual Development Plans, constructive intervention, corrective and disciplinary actions and training to enhance personnel growth. Monitors staff's workload to ensure work is completed accurately and timely. Provides advice and consultation to staff on the most difficult and sensitive work issues.	75	Ongoing	75
Total Annual Hours			1920
Total Positions			1.0

Senior Procurement Analyst

Position Title	Senior Procurement Analyst		
Position ID	209		
Request	New position		
State Classification	Sr. ISA		
Organization	OSI		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Procurement/Contract Management		
Justification	<p>The project did not accurately account for the increased workload to the Procurement and Contract Management functional group due to the pivot to the modular procurement approach. The project has numerous procurements in the immediate future including new RFPs, RFOs, amendments to existing agreements, and IAAs/MOUs with interface partners. Each of these procurements requires dedicated project procurement analysts to develop complex Statements of Work, Mandatory Qualifications and other contractual documents and to manage the solicitation processes from a project perspective while acting as a scrum master. Once the procurements are executed, the project requires resources to manage the agreements and ensure the contractor is providing the required level of service to the state. Without additional procurement resources the project will be unable to provide an adequate level of service to the project as a whole.</p>		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Develops and maintains solicitation documents (e.g., RFP, RFO, IAA, etc.), including the Statements of Work, pricing, compensation models, proposal evaluations, and contracts.	15	52	780
Prepares procurement packages for requests, justifications, and other procurement related documents in accordance with OSI policy.	10	20	200
Leads and coordinates activities from a project perspective on all procurement-related activities during the development and solicitation processes of all procurements.	10	12	120
Works in collaboration with the assigned OSI ACSD Analyst and the Statewide Technology Procurement Division (STPD) Buyer during the development and solicitation process of all RFPs within the California Department of Technology (CDT) delegated authority.	5	6	30
Coordinates activities including Bidders Conference, questions and answers, correspondences sent to and received from the bidders, confidential discussions, RFP addenda, final RFP proposal evaluation, public cost opening, contract negotiations, and other solicitation related activities.	8	37	296
Develops and updates the project schedule, including tasks, durations and resources and provides status updates to project management on all procurements.	7	7	49
Ensures contractual obligations of contracted parties are met and are continuously monitored to ensure compliance, including all requirements, deliverables, contractor compensation, service level agreements, liquidated damages, and contract amendments due to work authorizations, system change authorizations, and/or	9	10	90

CWDS FY 2017-18 BCP
Attachment 1 – Workload Analysis New State Resources

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
technical services requests.			
Works closely with project management on complex contract issues and assists in the resolution of those issues.	15	10	150
Responsible for reviewing the justification for any change to contracts and for ensuring the approved changes are implemented so the change is effective and in compliance with the law.	7	10	70
Collaborates with project staff and contractors on processes for deliverable acceptance, material submissions, and compensation, documenting acceptance approvals, and managing invoices and payment requests.	10	5	50
Manages the deliverable tracking process and any related tools for contractor deliverable due dates. Works with the appropriate project deliverable coordinators for the review and acceptance of said deliverables and works to resolve deficiencies with deliverables.	5	17	85
Total Annual Hours			1920
Total Positions			1.0

Organizational Change Management Analyst

Position Title	Organizational Change Management Analyst		
Position ID	210		
Request	New position		
State Classification	Sr. ISA		
Organization	OSI		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Implementation/Training		
Justification	Throughout the implementation of various digital services, the Implementation team will be responsible for the oversight, creation, and review of OCM materials. While the development of these materials will largely be the responsibility of the implementation vendor, the implementation team will be responsible for reviewing and approving the materials produced for all 60 organizations. Additionally, the project currently has a support contract to provide OCM services. However, there is a need to continue with the institutionalization of OCM within the counties after the existing contract ends. This resource will provide continued OCM support to the project to ensure counties remain aware of all project changes, have the desire to make the change, have the knowledge on how to change, have the ability to implement the change, and receive the reinforcement to sustain the change. This resource will work with the existing OCM consultants to receiving training and any required knowledge transfer to continue with these services.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Oversees all Organizational Change Management (OCM) activities on behalf of the CWDS.	1200	Ongoing	1200
Maintains the CWDS OCM Plan and Transition Management Plan and makes updates as required.	100	Ongoing	100
Develops metrics for tracking, monitoring, evaluating, and managing the effectiveness of OCM.	310	Ongoing	310
Determines organizational readiness for initiatives based on capacity and commitment across and down the enterprise.	310	Ongoing	310
Total Annual Hours			1920
Total Positions			1.0

Training Lead

Position Title	Training Lead		
Position ID	211 and 212		
Request	New positions		
State Classification	Sr. ISA		
Organization	OSI		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Implementation/Training		
Justification	Throughout the implementation of various digital services, the project (implementation project team along with the implementation contractor(s)) will be creating training materials for all digital services. While the development of these materials will be the responsibility of the implementation vendor, the implementation team will be responsible for reviewing and approving the materials produced for all digital services. Additionally, once the implementation vendor is no longer on board the project needs resources to continue producing training materials based on system changes and enhancements during DevOps. These positions will support these efforts.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Oversees all training and development activities on behalf of the CWDS.	8	120	960
Develops a comprehensive, role-based, end user training program and curriculum plan for the CWDS which includes a training plan and curricula for end users and Train-the-Trainers courses.	8	60	480
Assesses training and learning needs in order deliver training curricula that meet the needs of end users and Train-the-Trainers.	8	60	480
Facilitates the implementation of the training strategy by working collaboratively with the Organizational Change Management (OCM) Analyst and the Platform/DevOps functional teams to develop training curricula for end users.	8	40	320
Develops the training curricula for the various digital services based on new processes which includes documented business process workflows and diagrams.	8	120	960
Leads and provides guidance to the CWDS training team on all aspects of training required for effective change management.	8	40	320
Acts as a point of contact for training issues and ensures timely issue identification, resolution and appropriate escalation.	8	40	320
Total Annual Hours			3840
Total Positions			2.0

Business Architect

Position Title	Business Architect		
Position ID	213		
Request	New position		
State Classification	Systems Software Specialist III		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Platform Integration		
Justification	The project has made the decision to have state staff provide long-term platform services and phase out the Platform vendor over time. For this reason, the project needs resources who can translate technology to support CWS business needs and solve challenges. This resource will be an expert in the CWS business process, practices and policies and use that knowledge to achieve desired business outcomes. For the state to successfully assume platform responsibilities it must have resources who can translate business needs into technology solutions.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Analyzes and evaluates proposed computer software and hardware for State and County Child Welfare Services Case Management System (CWS-NS) sites to include, operating systems, control systems, proprietary software packages, telecommunications software, and database management software to ensure they are fit for purpose.	280	Ongoing	280
Supports evaluation of vendor proposals by providing subject matter expertise in the area of Industry, State, OSI, and project technology policies, practices and standards, and technology infrastructure products and services.	8	5	40
Provides assessment of how well the proposed security architecture supports the overall needs of the CWS-NS Solution in terms based on threat assessment and implementation of vulnerability management.	180	Ongoing	180
Participates in confidential bidder discussions, assists in the development of responses to the vendor and/or control agencies, and prepares change requests related to security requirements.	180	Ongoing	180
Manage issues and risks related to CWS technology and infrastructure.	120	Ongoing	120
Oversees the digital services vendors on technical architecture and processes, evaluates deliverables for acceptance, and resolves complex technology questions throughout the project life cycle.	360	Ongoing	360
Provides project staff with training and an understanding of the Office of Systems Integration (OSI), California Department of Social Services (CDSS), federal, State, and county security policies and procedures.	180	Ongoing	180
Participates in change management process in accordance with the CWS-NS Project Change Management Plan. Ensures that changes related to technology and infrastructure configuration items are provided to the CWS-NS Project.	180	Ongoing	180

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Monitors changes to OSI, CDSS, federal, State, and county security policies along with evolution of industry best practices and standards during CWS-NS maintenance and operations phase of the system lifecycle to identify new security requirements.	180	Ongoing	180
Advises CWS-NS staff of the implications to secure operation and delivery of CWS-NS support.	80	Ongoing	80
Conducts periodic security reviews to assess threat, implementation of data security and privacy policies, vulnerability management, security of data, exchange of information internal and external to the system, availability/readiness of disaster recovery and continuity of operations. Provide findings and recommendations to the CWS-NS staff responsible for proper use, operation, and maintenance of the CWS-NS Solution.	140	Ongoing	140
Total Annual Hours			1920
Total Positions			1.0

Senior Quality Assurance Analyst

Position Title	Senior Quality Assurance Analyst		
Position ID	214		
State Classification	Senior Information Systems Analyst		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Platform Integration		
Justification	Due to the state assuming software development activities it is critical that there is a dedicated resource to conduct QA and completeness of test case coverage. Prior to any new features being available to end users the project must first validate that business requirements are met which this resource will be responsible for.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Develops Quality Assurance findings.	20	12	240
Conducts reviews of project support deliverables for adherence to standards.	20	12	240
Provides oversight of processes and procedures of the application development.	200	Ongoing	200
Enforces project processes and standards based in project policies and industry best practices.	10	12	120
Audits contractor quality management activities.	200	Ongoing	200
Audits contractor processes for compliance with contract and requirements.	120	Ongoing	120
Identifies and classifies process and procedural issues.	6	12	72
Prepares and executes the Business Process Improvement Plan.	12	1	12
Performs deliverable reviews from a quality management perspective in adherence to the project policies and standards.	120	Ongoing	120
Develop quality assurance tools.	4	1	4
Documents quality assurance findings and provides corresponding reports.	120	Ongoing	120
Participates in continuous process improvement and identifies areas of process improvement that will add value to the operations and the project.	120	Ongoing	120
Identifies and classifies process and procedural risks on the basis of estimated probability and impact.	60	Ongoing	60
Audits adherence to project standards and industry best practices.	60	Ongoing	60
Schedules and leads recurring Quality Management meetings.	2	48	96
Assists in the development and maintenance of the Quality Management Plan.	8	1	8
Assists in the development and maintenance of the Process Improvement Plan.	8	1	8
Writes and submits Lessons Learned reports.	60	Ongoing	60
Provides process improvement recommendations.	60	Ongoing	60
Total Annual Hours			1920

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Attachment 1 – Workload Analysis New State Resources

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Total Positions			1.0

Scrum Team Supervisor

Position Title	Scrum Team Supervisor		
Position ID	215		
State Classification	Senior Programmer Analyst Supervisor		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Intake Development		
Justification	The project has made the decision to have state staff provide long-term platform services and phase out the Platform vendor over time. For this reason, the project needs to develop an internal application development team to continue providing these services. Having a properly staffed application development team will ensure the state can continue modifying and developing new digital services to continue delivering software code that meets end user's business needs. The project envisions adjusting the application development team's staffing levels over time to meet the end user's demand. Although this team will be dedicated to Intake it may become a shared resource pool to continue development of any digital service. Future SPRs will document the workload and request additional resources as required.		
Activities		Hours to Complete	Tasks Per Year
Reviews the work of the team, participates in code reviews, and ensures team members follow established processes and meet development standards.		600	Ongoing
Tracks project progress to ensure project deliveries occur in-line with organization goals and with quality.		300	Ongoing
Mentors junior developers.		300	Ongoing
Delivers informative and well-organized presentations.		120	Ongoing
Communicates appropriate information to team members to keep them informed.		240	Ongoing
Resolves conflicts within the team, and escalates issues when appropriate.		180	Ongoing
Estimates budgets to assist with management planning		180	Ongoing
Total Annual Hours			1920
Total Positions			1.0

Senior Front End Developer

Position Title	Senior Front End Developer		
Position ID	216		
State Classification	Senior Programmer Analyst		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Intake Development		
Justification	<p>Since SPR #2 the project has made the decision to have state staff provide long-term platform services and phase out the Platform vendor over time. For this reason, the project needs to develop an internal application development team to continue providing these services. Having a properly staffed application development team will ensure the state can continue modifying and developing new digital services to continue delivering software code that meets end user's business needs. The project envisions adjusting the application development team's staffing levels over time to meet the end user's demand. Although this team will be dedicated to Intake it may become a shared resource pool to continue development of any digital service. Future SPRs will document the workload and request additional resources as required.</p>		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Develops new user-facing features in an agile scrum environment.	360	Ongoing	360
Performs all required changes to cascading style sheets (CSS3), HTML5, with strong capabilities in developing with JavaScript.	200	Ongoing	200
Develops and maintain features in jQuery.	180	Ongoing	180
Develops and maintain user interface features in a JavaScript framework (e.g. AngularJS or ReactJS).	180	Ongoing	180
Performs basic image authoring and editing (e.g. crop, resize) and familiarity with Gimp or Photoshop.	250	Ongoing	250
Applies SEO principles to application development with the ability to monitor and tune as needed.	120	Ongoing	120
Sets technical direction for all user-interface development and acts as mentor for other front end development team members.	100	Ongoing	100
Constructs integrated testing of front-end applications using relevant industry tools (e.g. Selenium).	250	Ongoing	250
Assists in linking user interface development artifacts into the continuous integration pipeline, in support of DevOps practices.	180	Ongoing	180
Develops features that will work on multiple browsers, mobile platforms, and apply responsive design principles in general.	100	Ongoing	100
Total Annual Hours			1920
Total Positions			1.0

Front End Developer

Position Title	Front End Developer		
Position ID	217		
State Classification	Staff Programmer Analyst		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Intake Development		
Justification	Since SPR #2 the project has made the decision to have state staff provide long-term platform services and phase out the Platform vendor over time. For this reason, the project needs to develop an internal application development team to continue providing these services. Having a properly staffed application development team will ensure the state can continue modifying and developing new digital services to continue delivering software code that meets end user's business needs. The project envisions adjusting the application development team's staffing levels over time to meet the end user's demand. Although this team will be dedicated to Intake it may become a shared resource pool to continue development of any digital service. Future SPRs will document the workload and request additional resources as required.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Develops new user-facing features in an agile scrum environment.	600	Ongoing	600
Performs all required changes to cascading style sheets (CSS3), HTML5, with strong capabilities in developing with JavaScript.	200	Ongoing	200
Develops and maintain features in jQuery.	180	Ongoing	180
Assists in developing user interface components using a JavaScript framework (e.g. AngularJS or ReactJS)	280	Ongoing	280
Assist in performing basic image authoring and editing (e.g. crop, resize) and familiarity with Gimp or Photoshop.	300	Ongoing	300
Helps establish development standards, and assist less experienced developers.	180	Ongoing	180
Develops features that will work on multiple browsers, mobile platforms, and apply responsive design principles in general.	180	Ongoing	180
Total Annual Hours			1920
Total Positions			1.0

Front End Developer

Position Title	Front End Developer		
Position ID	218		
State Classification	Associate Programmer Analyst		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Intake Development		
Justification	Since SPR #2 the project has made the decision to have state staff provide long-term platform services and phase out the Platform vendor over time. For this reason, the project needs to develop an internal application development team to continue providing these services. Having a properly staffed application development team will ensure the state can continue modifying and developing new digital services to continue delivering software code that meets end user's business needs. The project envisions adjusting the application development team's staffing levels over time to meet the end user's demand. Although this team will be dedicated to Intake it may become a shared resource pool to continue development of any digital service. Future SPRs will document the workload and request additional resources as required.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Develop new user-facing features in an agile scrum environment.	900	Ongoing	900
Perform most required changes to cascading style sheets (CSS3), HTML5, with strong capabilities in developing with JavaScript.	200	Ongoing	200
Develops and maintain features in jQuery.	180	Ongoing	180
Ability to perform basic image authoring and editing (e.g. crop, resize) and familiarity with Gimp or Photoshop.	280	Ongoing	280
Develop features that will work on multiple browsers, mobile platforms, and apply responsive design principles in general.	360	Ongoing	360
Total Annual Hours			1920
Total Positions			1.0

Back End Developer

Position Title	Back End Developer		
Position ID	219		
State Classification	Staff Programmer Analyst		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Intake Development		
Justification	<p>Since SPR #2 the project has made the decision to have state staff provide long-term platform services and phase out the Platform vendor over time. For this reason, the project needs to develop an internal application development team to continue providing these services. Having a properly staffed application development team will ensure the state can continue modifying and developing new digital services to continue delivering software code that meets end user's business needs. The project envisions adjusting the application development team's staffing levels over time to meet the end user's demand. Although this team will be dedicated to Intake it may become a shared resource pool to continue development of any digital service. Future SPRs will document the workload and request additional resources as required.</p>		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Develop new services and database components in an agile scrum environment, using experience in back-end programming languages like Java.	600	Ongoing	600
Develop and test SQL (or comparable) data access components, and assist in tuning and optimizing data storage.	200	Ongoing	200
Assist in the rollout of new features by assisting in developing and troubleshooting user interface features by applying skills and knowledge in JavaScript, CSS3, and HTML5.	180	Ongoing	180
Optimize application components for speed and scalability.	280	Ongoing	280
Implement security and data protection at all layers of the application, and provide security services to front end development teams.	300	Ongoing	300
Ability to construct integrated testing of back-end components using relevant industry tools (e.g. Junit, Jmeter).	180	Ongoing	180
Act as mentor for less experienced back end development team members.	180	Ongoing	180
Total Annual Hours			1920
Total Positions			1.0

Back End Developer

Position Title	Back End Developer		
Position ID	220		
State Classification	Associate Programmer Analyst		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Intake Development		
Justification	Since SPR #2 the project has made the decision to have state staff provide long-term platform services and phase out the Platform vendor over time. For this reason, the project needs to develop an internal application development team to continue providing these services. Having a properly staffed application development team will ensure the state can continue modifying and developing new digital services to continue delivering software code that meets end user's business needs. The project envisions adjusting the application development team's staffing levels over time to meet the end user's demand. Although this team will be dedicated to Intake it may become a shared resource pool to continue development of any digital service. Future SPRs will document the workload and request additional resources as required.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Assist in developing new services and database components in an agile scrum environment, using experience in back-end programming languages like Java.	900	Ongoing	900
Develop and test SQL (or comparable) data access components, and assist in tuning and optimizing data storage.	200	Ongoing	200
Assist in the rollout of new features by assisting in developing and troubleshooting user interface features by applying skills and knowledge in JavaScript, CSS3, and HTML5.	180	Ongoing	180
Implement security and data protection at all layers of the application.	280	Ongoing	280
Construct integrated testing of back-end components using relevant industry tools (e.g. Junit).	360	Ongoing	360
Total Annual Hours			1920
Total Positions			1.0

Change/Problem/Incident Management Analyst

Position Title	Change/Problem/Incident Management Analyst		
Position ID	221		
State Classification	Senior Information Systems Analyst		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Service Management		
Justification	The project has made the decision to have state staff provide support services to end users. This resource will manage coordination of changes, problems and incidents across all of the application environments. Having a properly staffed and managed change/problem/incident process will ensure minimal disruption to the end user.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Receives and records all change requests including problems and incidents.	120	Ongoing	120
Analyzes and processes all change requests to ensure compliance with project policies.	200	Ongoing	200
Communicates all changes submitted through the change request system in a timely and comprehensive manner to minimize customer impact.	200	Ongoing	200
Provides change request trend analysis reports as requested by leadership.	90	Ongoing	90
Understands and follows procedures to facilitate the change process for application and infrastructure changes.	200	Ongoing	200
Participates in continuous process improvements to Change Management policies, processes and procedures.	160	Ongoing	160
Facilitates and co-chairs the Change Control Board (CCB).	2	45	90
Assists management with communications related to Change Management.	80	Ongoing	80
Tracks and assigns change requests, problems and incident tickets.	120	Ongoing	120
Guides change requests through the Change Management Process.	120	Ongoing	120
Assesses the priority and impact of all changes for accuracy.	120	Ongoing	120
Coordinates change approvals liaising between approvers and initiators.	120	Ongoing	120
Creates and distributes Change Management status reports and analysis.	90	Ongoing	90
Files all change request forms, analyses, and associated documents submitted into the document repository.	90	Ongoing	90
Develops and provides ongoing training relative to change management processes, procedures and tracking systems.	120	Ongoing	120
Total Annual Hours			1920
Total Positions			1.0

Performance/Capacity Analyst

Position Title	Performance/Capacity Analyst		
Position ID	222		
State Classification	Senior Information Systems Analyst		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Service Management		
Justification	Since SPR #2 the project has made the decision to have state staff provide long-term platform services and phase out the Platform vendor over time. For this reason, the project needs a resource to analyze and determine the IT capabilities and demands of the organization are sufficient for current and future data needs. This resource will be responsible for mitigating potential performance problems of the CWS-NS.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Monitors organization and system performance and perform quality control evaluations.	300	Ongoing	300
Reviews processes and procedures and recommends improvements and reduce operational risks.	120	Ongoing	120
Measures and report on key performance indicators for continuous performance improvement.	250	Ongoing	250
Helps to plan, develop and coordinate the production of a suite of complex performance reports that meet the needs of the project.	120	Ongoing	120
Assists with benchmarking analysis.	120	Ongoing	120
Develops high quality data standards.	120	Ongoing	120
Supports the development of audits to support development.	120	Ongoing	120
Ensures appropriate allocation of resources for the project are allocated to meet the capacity demands as per the project goals and plans.	80	Ongoing	80
Provides forecast on the uncertainties, deficiencies, and threats to meet demands without interruptions or delays.	150	Ongoing	150
Manages the capacity planning and modeling effort for the project and forecast the needs.	150	Ongoing	150
Conducts trend analysis and make proactive capacity planning decisions and recommendations optimal amount of hardware, software and network resources to meet service level requirements in a timely and cost effective manner.	180	Ongoing	180
Recommends capacity growth of the systems to the management.	120	Ongoing	120
Analyze and measure data sources in relation to utilization.	90	Ongoing	90
Total Annual Hours			1920
Total Positions			1.0

Load Tester

Position Title	Load Tester		
Position ID	223		
State Classification	Staff Information Systems Analyst		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Test		
Justification	Historically the project has identified testing as being an IV&V responsibility. Although IV&V and the project's Enterprise QA consultant will participate in testing, the project has a need to develop an internal testing team to continuing providing these services into operations. Testing within an agile environment goes beyond testing and logging software bugs, rather they will work as part of the development team and help improve and build quality into the digital service as early as possible. They will assist the development team by identifying ambiguity in user stories and provide continuous feedback throughout the testing/development process. By developing an internal state test team it will help ensure the project continues to deliver high quality software code which is critical for the continued use and end user adoption of the CWS-NS.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Creates a Load test plan.	30	1	30
Configures and manages automated load testing tools.	120	Ongoing	120
Develops data driven automated load tests scripts.	120	Ongoing	120
Recommends infrastructure and data required to conduct load testing.	120	Ongoing	120
Executes load tests and collate the results.	600	Ongoing	600
Summarizes the test results and provide recommendations to the Test Manager.	120	Ongoing	120
Supports evaluation of vendor proposals by providing subject matter expertise in the area of industry load testing practices, load testing standards, and load testing products and services.	8	5	40
Identifies, mitigates, communicates out, and escalates defects, issues, and risks related to load testing.	120	Ongoing	120
Oversees the digital services vendors on load testing processes, reviews vendor developed load testing scripts, evaluates deliverables for acceptance, and resolves load testing questions throughout the project life cycle.	250	Ongoing	250
Provides project staff with training and an understanding of load testing tools, techniques, and procedures.	120	Ongoing	120
Participates in change management process in accordance with the CWS-NS Project Change Management Plan. Ensures that changes related to load testing configuration items are provided to the CWS-NS Project.	80	Ongoing	80
Researches and evaluates automated load testing tools.	80	Ongoing	80
Monitors evolution of industry load testing best practices and standards during CWS-NS maintenance and operations phase of the system lifecycle to identify new load testing requirements.	120	Ongoing	120

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Total Annual Hours	1920
Total Positions	1.0

Performance Tester

Position Title	Performance Tester		
Position ID	224		
State Classification	Staff Information Systems Analyst		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Test		
Justification	Historically the project has identified testing as being an IV&V responsibility. Although IV&V and the project's Enterprise QA consultant will participate in testing, the project has a need to develop an internal testing team to continuing providing these services into operations. Testing within an agile environment goes beyond testing and logging software bugs, rather they will work as part of the development team and help improve and build quality into the digital service as early as possible. They will assist the development team by identifying ambiguity in user stories and provide continuous feedback throughout the testing/development process. By developing an internal state test team it will help ensure the project continues to deliver high quality software code which is critical for the continued use and end user adoption of the CWS-NS.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Creates a Performance test plan.	30	1	30
Configures and manages automated performance testing tools.	120	Ongoing	120
Develops data driven automated performance tests scripts.	120	Ongoing	120
Recommends infrastructure and data required to conduct load testing.	120	Ongoing	120
Executes performance tests and collate the results.	600	Ongoing	600
Summarizes the test results and provide recommendations to the Test Manager.	120	Ongoing	120
Supports evaluation of vendor proposals by providing subject matter expertise in the area of industry performance testing practices, performance testing standards, and performance testing products and services.	8	5	40
Identifies, mitigates, communicates out, and escalates defects, issues, and risks related to performance testing.	120	Ongoing	120
Oversees the digital services vendors on performance testing processes, reviews vendor developed performance testing scripts, evaluates deliverables for acceptance, and resolves performance testing questions throughout the project life cycle.	250	Ongoing	250
Provides project staff with training and an understanding of performance testing tools, techniques, and procedures.	120	Ongoing	120
Participates in change management process in accordance with the CWS-NS Project Change Management Plan. Ensures that changes related to performance testing configuration items are provided to the CWS-NS Project.	80	Ongoing	80
Researches and evaluates automated performance testing tools.	80	Ongoing	80
Monitors evolution of industry performance testing best practices and standards during CWS-NS maintenance and operations phase of the system lifecycle to identify new performance testing	120	Ongoing	120

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requirements.			
Total Annual Hours			1920
Total Positions			1.0

Security Tester

Position Title	Security Tester		
Position ID	225		
State Classification	Staff Information Systems Analyst		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Test		
Justification	Historically the project has identified testing as being an IV&V responsibility. Although IV&V and the project's Enterprise QA consultant will participate in testing, the project has a need to develop an internal testing team to continuing providing these services into operations. Testing within an agile environment goes beyond testing and logging software bugs, rather they will work as part of the development team and help improve and build quality into the digital service as early as possible. They will assist the development team by identifying ambiguity in user stories and provide continuous feedback throughout the testing/development process. By developing an internal state test team it will help ensure the project continues to deliver high quality software code which is critical for the continued use and end user adoption of the CWS-NS.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Creates a Security test plan.	30	1	30
Configures and manages automated black/white box security scanning tools.	120	Ongoing	120
Develops data driven automated security tests scripts.	120	Ongoing	120
Recommends infrastructure and data required to conduct security testing.	120	Ongoing	120
Executes security tests and collate the results.	600	Ongoing	600
Summarizes the test results and provide recommendations to the Test Manager.	120	Ongoing	120
Supports evaluation of vendor proposals by providing subject matter expertise in the area of industry security testing practices, security testing standards, and security testing products and services.	8	5	40
Identifies, mitigates, communicates out, and escalates defects, issues, and risks related to security testing.	120	Ongoing	120
Oversees the digital services vendors on security testing processes, reviews vendor developed security testing scripts, evaluates deliverables for acceptance, and resolves security testing questions throughout the project life cycle.	250	Ongoing	250
Provides project staff with training and an understanding of security testing tools, techniques, and procedures.	120	Ongoing	120
Participates in change management process in accordance with the CWS-NS Project Change Management Plan. Ensures that changes related to security testing configuration items are provided to the CWS-NS Project.	80	Ongoing	80
Researches and evaluates automated security scanning tools.	80	Ongoing	80
Monitors evolution of industry security testing best practices and standards during CWS-NS maintenance and operations phase of	120	Ongoing	120

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
the system lifecycle to identify new security testing requirements.			
Total Annual Hours			1920
Total Positions			1.0

Integration Tester

Position Title	Integration Tester		
Position ID	226		
State Classification	Staff Information Systems Analyst		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Test		
Justification	Historically the project has identified testing as being an IV&V responsibility. Although IV&V and the project's Enterprise QA consultant will participate in testing, the project has a need to develop an internal testing team to continuing providing these services into operations. Testing within an agile environment goes beyond testing and logging software bugs, rather they will work as part of the development team and help improve and build quality into the digital service as early as possible. They will assist the development team by identifying ambiguity in user stories and provide continuous feedback throughout the testing/development process. By developing an internal state test team it will help ensure the project continues to deliver high quality software code which is critical for the continued use and end user adoption of the CWS-NS.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Creates an Integration test plan.	30	1	30
Configures and manages automated integration testing tools.	120	Ongoing	120
Develops data driven automated integration tests scripts.	120	Ongoing	120
Recommends infrastructure and data required to conduct integration testing.	120	Ongoing	120
Ensures integration tests are run as part of the automated continuous integration process.	100	Ongoing	100
Validates the amount of the code that is covered by tests using an automated test coverage tool.	100	Ongoing	100
Executes integration tests and collate the results.	400	Ongoing	400
Summarizes the test results and provide recommendations to the Test Manager.	120	Ongoing	120
Supports evaluation of vendor proposals by providing subject matter expertise in the area of industry integration testing practices, integration testing standards, and integration testing products and services.	8	5	40
Identifies, mitigates, communicates out, and escalates defects, issues, and risks related to integration testing.	120	Ongoing	120
Oversees the digital services vendors on integration testing processes, reviews vendor developed integration testing scripts, evaluates deliverables for acceptance, and resolves integration testing questions throughout the project life cycle.	250	Ongoing	250
Provides project staff with training and an understanding of integration testing tools, techniques, and procedures.	120	Ongoing	120
Participates in change management process in accordance with the CWS-NS Project Change Management Plan. Ensures that changes related to integration testing configuration items are	80	Ongoing	80

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
provided to the CWS-NS Project.			
Researches and evaluates automated integration testing tools.	80	Ongoing	80
Monitors evolution of industry integration testing best practices and standards during CWS-NS maintenance and operations phase of the system lifecycle to identify new integration testing requirements.	120	Ongoing	120
Total Annual Hours			1920
Total Positions			1.0

Unit Tester

Position Title	Unit Tester		
Position ID	227		
State Classification	Staff Information Systems Analyst		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Test		
Justification	Historically the project has identified testing as being an IV&V responsibility. Although IV&V and the project's Enterprise QA consultant will participate in testing, the project has a need to develop an internal testing team to continuing providing these services into operations. Testing within an agile environment goes beyond testing and logging software bugs, rather they will work as part of the development team and help improve and build quality into the digital service as early as possible. They will assist the development team by identifying ambiguity in user stories and provide continuous feedback throughout the testing/development process. By developing an internal state test team it will help ensure the project continues to deliver high quality software code which is critical for the continued use and end user adoption of the CWS-NS.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Creates Unit test plan.	30	1	30
Configures and manages automated unit testing tools.	120	Ongoing	120
Develops data driven automated unit tests scripts.	120	Ongoing	120
Ensures units tests are run as part of the automated build and continuous integration processes.	120	Ongoing	120
Recommends infrastructure and data required to conduct unit testing.	100	Ongoing	100
Executes unit tests and collate the results.	100	Ongoing	100
Summarizes the test results and provide recommendations to the Test Manager.	400	Ongoing	400
Supports evaluation of vendor proposals by providing subject matter expertise in the area of industry unit testing practices, unit testing standards, and unit testing products and services.	120	Ongoing	120
Identifies, mitigates, communicates out, and escalates defects, issues, and risks related to unit testing.	8	5	40
Oversees the digital services vendors on unit testing processes, reviews vendor developed unit testing scripts, evaluates deliverables for acceptance, and resolves unit testing questions throughout the project life cycle.	120	Ongoing	120
Provides project staff with training and an understanding of unit testing tools, techniques, and procedures.	250	Ongoing	250
Participates in change management process in accordance with the CWS-NS Project Change Management Plan. Ensures that changes related to unit testing configuration items are provided to the CWS-NS Project.	120	Ongoing	120
Researches and evaluates automated unit testing tools.	80	Ongoing	80
Monitors evolution of industry unit testing best practices and	80	Ongoing	80

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
standards during CWS-NS maintenance and operations phase of the system lifecycle to identify new unit testing requirements.			
Total Annual Hours			1920
Total Positions			1.0

Data Warehouse Administrator

Position Title	Data Warehouse Administrator		
Position ID	228		
State Classification	Senior Information Systems Analyst		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Data Management		
Justification	The CWS environment has an extraordinary amount of data that needs to be accessed in real time by end users to make critical decisions while in the field. To facilitate this decision making the end users rely on data warehouses designed to enable business intelligence activities. This resource will be responsible for administering the CWDS data warehousing environments and capabilities which is critical to the work of the end user.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Evaluate and recommend new data warehouse, business intelligence and decision support technologies.	6	12	72
Designs and implements databases and related systems with respect to organization, access methods, and documentation.	100	Ongoing	100
Develops and maintains expertise in use of automated tools for data warehouse and business intelligence structure design and implementation.	100	Ongoing	100
Develops and maintains expertise in data design, database architecture, metadata, and repository creation to assist in the development, maintenance and support of an enterprise data warehouse system and corresponding data sources.	100	Ongoing	100
Develops and applies policies and procedures relating to data warehouse and application security including procedures by which access is authorized, enabled, changed and withdrawn.	100	Ongoing	100
Develops and applies policies and procedures for periodic data warehouse database backup. Determines backup method and frequency. Ensures that databases can be restored quickly and completely from backup files.	100	Ongoing	100
Monitors access time, performs validation checks and uses other methods to monitor, analyze and tune database performance. Ensures that database will support growth, change, and access demands.	52	3	156
Monitors daily ETL jobs, checks and resolves errors and assists in identifying and resolving performance issues	52	4	208
Develops and maintains a thorough knowledge of project reporting needs, reporting business processes and the data they create and require. Acts as a technical resource for application and data users, developers and systems analysts, and other staff.	120	Ongoing	120
Provides technical leadership in the investigation, analysis and resolution of data warehouse problems.	120	Ongoing	120
Provides technical support and guidance for developers in support of all aspects of local and network based data warehouse and	120	Ongoing	120

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
business intelligence systems and related systems.			
Develops, documents, and implements flexible, non-restrictive standards, policies, and procedures and ensures compliance for all data warehouse and business intelligence platforms and related systems.	36	1	36
Performs analysis, feasibility studies and contractor comparisons leading to the acquisition and implementation of data warehouse and business intelligence related products, including database monitors, utilities, query tools and connectivity solutions.	120	Ongoing	120
Performs routine systems administration maintenance activities	52	4	208
Maintains current knowledge and keeps management informed of products, developments and trends in data warehouse, business intelligence and related software.	80	Ongoing	80
Develops recommendations for management. Coordinates with contractors in testing and installing new releases, upgrades of data warehouse systems applications, installing patches, user training, and documenting updates.	60	Ongoing	60
Manages issues related to the data warehouse and business intelligence data structure design, including identifying and documenting issues related to database design, resolving issues, documenting issue resolution, and coordinating activities and communication for issue resolution.	60	Ongoing	60
Manages risks related to database design, including developing and monitoring mitigation and contingency plans.	60	Ongoing	60
Total Annual Hours			1920
Total Positions			1.0

Data Architect

Position Title	Data Architect		
Position ID	229		
State Classification	Systems Software Specialist III		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Data Management		
Justification	The CWS environment has an extraordinary amount of data that needs to be accessed in real time by end users to make critical decisions while in the field. To facilitate this, the project requires a dedicated resource to lead the business process and integration model and contribute to data governance practices and policies. It is imperative that the project has sufficient resources who can determine architectural approaches and data needs to help ensure the business needs of end users are being met.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Analyzes and evaluates proposed computer software and hardware for State and County Child Welfare Services Case Management System (CWS-NS) sites to include, operating systems, control systems, proprietary software packages, telecommunications software, and workflow automation software to ensure they are fit for purpose and use.	200	Ongoing	200
Oversees the digital services vendors on business processes, evaluates deliverables for acceptance, and resolves complex workflow and integration questions throughout the project life cycle.	350	Ongoing	350
Participates in change management process in accordance with the CWS-NS Project Change Management Plan. Ensures that changes related to business architecture (e.g. workflow, business rules, conceptual models, and business glossary are properly recorded and impact is clearly communicated to CWS-NS stakeholders.	200	Ongoing	200
Understands the information needs of the project with emphasis on information consumption and cross-functional information lifecycle	120	Ongoing	120
Develops a repeatable structured approach for capturing and describing the key organization views of CWDS information needs, business workflows, and business rules.	240	Ongoing	240
Facilitates the development of Current State and Target Workflow and Integration Architectures	120	Ongoing	120
Manages and evolves CWDS Workflow and Information Taxonomies (Cross-Functional workflows, Information, Functions, Process, Organizations)	120	Ongoing	120
Develops and maintains analytical cross references linking information and workflows to business function, organization, business processes, data information systems, and information technology	150	Ongoing	150
Leads and Coaches Business Analysts that will be participating in	150	Ongoing	150

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
business process modeling			
Provides input into the roadmaps for different business functions	150	Ongoing	150
Develops and maintains business rules, information, and workflows to business function, organization, business processes, data information systems, and information technology	120	Ongoing	120
Total Annual Hours			1920
Total Positions			1.0

Database Administrator

Position Title	Database Administrator		
Position ID	230		
State Classification	Systems Software Specialist II		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Data Management		
Justification	The project has made the decision to have state staff provide long-term operations services and phase out the DevOps vendor. For this reason, the project needs to develop an internal database administrator team to successfully maintain the database environments. This includes designing and implementing the database system, establishing policies and procedures pertaining to the management, security maintenance, etc. Maintaining the database environment is critical for the successful delivery of the digital services to end users.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Evaluates and recommends new database technologies.	80	Ongoing	80
Designs and implements databases and related systems with respect to organization, access methods, and documentation.	200	Ongoing	200
Develops and maintains expertise in use of automated tools for database design and implementation.	200	Ongoing	200
Develops and applies policies and procedures relating to database and application security including procedures by which access is authorized, enabled, changed and withdrawn.	200	Ongoing	200
Develops and applies policies and procedures for periodic database backup. Determines backup method and frequency. Ensures that databases can be restored quickly and completely from backup files.	200	Ongoing	200
Monitors access time, performs validation checks and uses other methods to monitor, analyze and tune database performance. Ensures that database will support growth, change, and access demands.	120	Ongoing	120
Develops and maintains a thorough knowledge of stakeholder/customer/project business processes and the data they create and require. Acts as a technical resource for application and data users, developers and systems analysts, and other internal/external information technology IT staff.	120	Ongoing	120
Provides technical leadership in the investigation, analysis and resolution of database problems.	150	Ongoing	150
Provides technical support and guidance for analysts/engineers/architects/programmers in support of all aspects of local and network based database systems and related systems.	150	Ongoing	150
Develops, documents, and implements flexible, non-restrictive standards, policies, and procedures and ensures compliance for all database platforms and related systems.	150	Ongoing	150
Performs analysis, feasibility studies and contractor comparisons	120	Ongoing	120

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
leading to the acquisition and implementation of database related products, including database monitors, utilities, query tools and connectivity solutions.			
Maintains current knowledge and keeps management informed of products, developments and trends in database management and related software. Develops recommendations for management. Coordinates with contractors in testing and installing new releases, installing patches, user training, and documenting updates.	90	Ongoing	90
Manages issues related to the database design, including identifying and documenting issues related to database design, resolving issues, documenting issue resolution, and coordinating activities and communication for issue resolution.	80	Ongoing	80
Manages risks related to database design, including developing and monitoring mitigation and contingency plans.	60	Ongoing	60
Total Annual Hours			1920
Total Positions			1.0

Database Administrator

Position Title	Database Administrator		
Position ID	231		
State Classification	Systems Software Specialist II		
Organization	Office of Systems Integration		
Position Start Date	October 2017	Position End Date	Permanent
Functional Group	Data Management		
Justification	The project has made the decision to have state staff provide long-term operations services and phase out the DevOps vendor. For this reason, the project needs to develop an internal database administrator team to successfully maintain the database environments. This includes designing and implementing the database system, establishing policies and procedures pertaining to the management, security maintenance, etc. Maintaining the database environment is critical for the successful delivery of the digital services to end users.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Evaluates and recommends new database technologies.	80	Ongoing	80
Designs and implements databases and related systems with respect to organization, access methods, and documentation.	200	Ongoing	200
Develops and maintains expertise in use of automated tools for database design and implementation.	200	Ongoing	200
Develops and applies policies and procedures relating to database and application security including procedures by which access is authorized, enabled, changed and withdrawn.	200	Ongoing	200
Develops and applies policies and procedures for periodic database backup. Determines backup method and frequency. Ensures that databases can be restored quickly and completely from backup files.	200	Ongoing	200
Monitors access time, performs validation checks and uses other methods to monitor, analyze and tune database performance. Ensures that database will support growth, change, and access demands.	120	Ongoing	120
Develops and maintains a thorough knowledge of stakeholder/customer/project business processes and the data they create and require. Acts as a technical resource for application and data users, developers and systems analysts, and other internal/external information technology IT staff.	120	Ongoing	120
Provides technical leadership in the investigation, analysis and resolution of database problems.	150	Ongoing	150
Provides technical support and guidance for analysts/engineers/architects/programmers in support of all aspects of local and network based database systems and related systems.	150	Ongoing	150
Develops, documents, and implements flexible, non-restrictive standards, policies, and procedures and ensures compliance for all database platforms and related systems.	150	Ongoing	150
Performs analysis, feasibility studies and contractor comparisons	120	Ongoing	120

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
leading to the acquisition and implementation of database related products, including database monitors, utilities, query tools and connectivity solutions.			
Maintains current knowledge and keeps management informed of products, developments and trends in database management and related software. Develops recommendations for management. Coordinates with contractors in testing and installing new releases, installing patches, user training, and documenting updates.	90	Ongoing	90
Manages issues related to the database design, including identifying and documenting issues related to database design, resolving issues, documenting issue resolution, and coordinating activities and communication for issue resolution.	80	Ongoing	80
Manages risks related to database design, including developing and monitoring mitigation and contingency plans.	60	Ongoing	60
Total Annual Hours			1920
Total Positions			1.0

Database Administrator

Position Title	Database Administrator		
Position ID	232		
State Classification	Systems Software Specialist II		
Organization	Office of Systems Integration		
Position Start Date	January 2018	Position End Date	Permanent
Functional Group	Data Management		
Justification	The project has made the decision to have state staff provide long-term operations services and phase out the DevOps vendor. For this reason, the project needs to develop an internal database administrator team to successfully maintain the database environments. This includes designing and implementing the database system, establishing policies and procedures pertaining to the management, security maintenance, etc. Maintaining the database environment is critical for the successful delivery of the digital services to end users.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Evaluates and recommends new database technologies.	80	Ongoing	80
Designs and implements databases and related systems with respect to organization, access methods, and documentation.	200	Ongoing	200
Develops and maintains expertise in use of automated tools for database design and implementation.	200	Ongoing	200
Develops and applies policies and procedures relating to database and application security including procedures by which access is authorized, enabled, changed and withdrawn.	200	Ongoing	200
Develops and applies policies and procedures for periodic database backup. Determines backup method and frequency. Ensures that databases can be restored quickly and completely from backup files.	200	Ongoing	200
Monitors access time, performs validation checks and uses other methods to monitor, analyze and tune database performance. Ensures that database will support growth, change, and access demands.	120	Ongoing	120
Develops and maintains a thorough knowledge of stakeholder/customer/project business processes and the data they create and require. Acts as a technical resource for application and data users, developers and systems analysts, and other internal/external information technology IT staff.	120	Ongoing	120
Provides technical leadership in the investigation, analysis and resolution of database problems.	150	Ongoing	150
Provides technical support and guidance for analysts/engineers/architects/programmers in support of all aspects of local and network based database systems and related systems.	150	Ongoing	150
Develops, documents, and implements flexible, non-restrictive standards, policies, and procedures and ensures compliance for all database platforms and related systems.	150	Ongoing	150
Performs analysis, feasibility studies and contractor comparisons	120	Ongoing	120

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
leading to the acquisition and implementation of database related products, including database monitors, utilities, query tools and connectivity solutions.			
Maintains current knowledge and keeps management informed of products, developments and trends in database management and related software. Develops recommendations for management. Coordinates with contractors in testing and installing new releases, installing patches, user training, and documenting updates.	90	Ongoing	90
Manages issues related to the database design, including identifying and documenting issues related to database design, resolving issues, documenting issue resolution, and coordinating activities and communication for issue resolution.	80	Ongoing	80
Manages risks related to database design, including developing and monitoring mitigation and contingency plans.	60	Ongoing	60
Total Annual Hours			1920
Total Positions			1.0

Technical Architect

Position Title	Technical Architect		
Position ID	233		
State Classification	Systems Software Specialist III		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Infrastructure		
Justification	The project has made the decision to have state staff provide long-term operations services and phase out the DevOps vendor. For this reason, the project needs to ensure there are sufficient resources to maintain the technical infrastructure of the CWS-NS. For this reason, the project requires a Technical Architect who can design, develop and integrate applications within the state and county technical environment.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Analyzes and evaluates proposed computer software and hardware for the CWS-NS sites to include, operating systems, control systems, proprietary software packages, telecommunications software, and database management software to ensure they are fit for purpose.	250	Ongoing	250
Supports evaluation of vendor proposals by providing subject matter expertise in the area of Industry, State, OSI, and project technology policies, practices and standards, and technology infrastructure products and services.	8	5	40
Provides assessment of how well the proposed security architecture supports the overall needs of the CWS-NS Solution in terms based on threat assessment and implementation of vulnerability management.	180	Ongoing	180
Participates in confidential bidder discussions, assists in the development of responses to the vendor and/or control agencies, and prepares change requests related to security requirements.	100	Ongoing	100
Manage issues and risks related to CWS technology and infrastructure.	180	Ongoing	180
Oversees the digital services vendors on technical architecture and processes, evaluates deliverables for acceptance, and resolves complex technology questions throughout the project life cycle.	320	Ongoing	320
Provides project staff with training and an understanding of the Office of Systems Integration (OSI), California Department of Social Services (CDSS), federal, State, and county security policies and procedures.	80	Ongoing	80
Participates in change management process in accordance with the CWS-NS Project Change Management Plan. Ensures that changes related to technology and infrastructure configuration items are provided to the CWS-NS Project.	160	Ongoing	160
Monitors changes to OSI, CDSS, federal, State, and county security policies along with evolution of industry best practices and standards during CWS-NS maintenance and operations phase of the system lifecycle to identify new security requirements.	180	Ongoing	180

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Advises CWS-NS staff of the implications to secure operation and delivery of CWS-NS support.	150	Ongoing	150
Conducts periodic security reviews to assess threat, implementation of data security and privacy policies, vulnerability management, security of data, exchange of information internal and external to the system, availability/readiness of disaster recovery and continuity of operations. Provide findings and recommendations to the CWS-NS staff responsible for proper use, operation, and maintenance of the CWS-NS Solution.	280	Ongoing	280
Total Annual Hours			1920
Total Positions			1.0

Senior Systems Administrator

Position Title	Senior Systems Administrator		
Position ID	234		
State Classification	Senior Information Systems Analyst		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Infrastructure		
Justification	The project has made the decision to have state staff provide long-term operations services and phase out the DevOps vendor. For this reason, the project needs to develop an internal systems administrator team to provision, install/configure/ and maintain all project hardware/software and the related infrastructure. Maintaining the technical environment and underlying infrastructure is critical for the successful delivery of the digital services to end users.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Performs systems administration function for the project both on Cloud and physical servers, including administrating system-level security procedures; establish and maintains user accounts, assigns file permission and establishes password and account policies.	180	Ongoing	180
Installs, upgrades, patches, configures, test, maintain and support the systems and the servers in production and lower level environments.	120	Ongoing	120
Monitors and fine tune performance by reviewing performance logs and monitors system, troubleshoots and resolves system hardware, software, bandwidth and communication problems.	120	Ongoing	120
Creates and automates most common task using known scripts, shell programs and utility scripts.	100	Ongoing	100
Performs both automated and manual backup and restore processes.	120	Ongoing	120
Maintains and manages the system configuration and will track and be informed about any changes to the system; installs, maintains and runs discovery tools to identify non used ports, user accounts, and installed software.	250	Ongoing	250
Performs network administration functions, both monitoring and maintaining the bandwidth requirements of the counties through State provided network.	120	Ongoing	120
Installs, upgrades, configures, integrates and troubleshoots network software and network devices and fine-tunes hardware and software to optimize network performance and functionality; administers the firewall; administers network security.	120	Ongoing	120
Installs, configures and tests software packages; provides user support, conducts user software and hardware training and works with project staff to formulate technology solutions and ensure the effective safeguarding and sharing of data.	120	Ongoing	120
Conducts research and evaluates hardware and software requests/costs and recommends solutions to technology needs in alignment with the existing architecture and infrastructure.	120	Ongoing	120

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Maintains the system logs, hardware/software licenses, agreements; makes recommendations for hardware/software replacements/upgrades.	180	Ongoing	180
Contributes to the development and implementation of long-term plans, goals and objectives to achieve project priorities.	120	Ongoing	120
Creates and maintain documentation of system and network architecture, operating systems software and devices.	120	Ongoing	120
Works closely with the vendors and upper management.	130	Ongoing	130
Total Annual Hours			1920
Total Positions			1.0

Senior Systems Administrator

Position Title	Senior Systems Administrator		
Position ID	235		
State Classification	Staff Information Systems Analyst		
Organization	Office of Systems Integration		
Position Start Date	Oct 2017	Position End Date	Permanent
Functional Group	Infrastructure		
Justification	The project has made the decision to have state staff provide long-term operations services and phase out the DevOps vendor. For this reason, the project needs to develop an internal systems administrator team to provision, install/configure/ and maintain all project hardware/software and the related infrastructure. Maintaining the technical environment and underlying infrastructure is critical for the successful delivery of the digital services to end users.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Performs systems administration function for the project both on Cloud and physical servers, including administrating system-level security procedures; establish and maintains user accounts, assigns file permission and establishes password and account policies.	180	Ongoing	180
Installs, upgrades, patches, configures, test, maintain and support the systems and the servers in production and lower level environments.	120	Ongoing	120
Monitors and fine tune performance by reviewing performance logs and monitors system, troubleshoots and resolves system hardware, software, bandwidth and communication problems.	120	Ongoing	120
Creates and automates most common task using known scripts, shell programs and utility scripts.	100	Ongoing	100
Performs both automated and manual backup and restore processes.	120	Ongoing	120
Maintains and manages the system configuration and will track and be informed about any changes to the system; installs, maintains and runs discovery tools to identify non used ports, user accounts, and installed software.	250	Ongoing	250
Performs network administration functions, both monitoring and maintaining the bandwidth requirements of the counties through State provided network.	120	Ongoing	120
Installs, upgrades, configures, integrates and troubleshoots network software and network devices and fine-tunes hardware and software to optimize network performance and functionality; administers the firewall; administers network security.	120	Ongoing	120
Installs, configures and tests software packages; provides user support, conducts user software and hardware training and works with project staff to formulate technology solutions and ensure the effective safeguarding and sharing of data.	120	Ongoing	120
Conducts research and evaluates hardware and software requests/costs and recommends solutions to technology needs in alignment with the existing architecture and infrastructure.	120	Ongoing	120

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Maintains the system logs, hardware/software licenses, agreements; makes recommendations for hardware/software replacements/upgrades.	180	Ongoing	180
Contributes to the development and implementation of long-term plans, goals and objectives to achieve project priorities.	120	Ongoing	120
Creates and maintain documentation of system and network architecture, operating systems software and devices.	120	Ongoing	120
Works closely with the vendors and upper management.	130	Ongoing	130
Total Annual Hours			1920
Total Positions			1.0

Systems Administrator

Position Title	Systems Administrator		
Position ID	236		
State Classification	Staff Information Systems Analyst		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Infrastructure		
Justification	The project has made the decision to have state staff provide long-term operations services and phase out the DevOps vendor. For this reason, the project needs to develop an internal systems administrator team to provision, install/configure/ and maintain all project hardware/software and the related infrastructure. Maintaining the technical environment and underlying infrastructure is critical for the successful delivery of the digital services to end users.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Assists in systems administration function for the project both on Cloud and physical servers, including administrating system-level security procedures; establish and maintains user accounts, assigns file permission and establishes password and account policies.	280	Ongoing	280
Assists in installing, upgrading, patching and configuring servers in production and lower level environments.	280	Ongoing	280
Monitors and fine tune performance by reviewing performance logs and monitors system, troubleshoots and resolves system hardware, software, bandwidth and communication problems under the supervision of the Senior Systems Administrator.	280	Ongoing	280
Writes scripts to automate common tasks as requested by the Senior Systems Administrator.	180	Ongoing	180
Assists with backing up and restoring systems configurations and processes.	180	Ongoing	180
Assists in maintaining and managing the system configuration and tracking/informing any changes to the system to impacted parties.	180	Ongoing	180
Assists in configuring firewall rules and policies and assist in network security.	180	Ongoing	180
Maintains the system logs, hardware/software licenses, agreements; makes recommendations for hardware/software replacements/upgrades.	180	Ongoing	180
Creates and maintain documentation of system and network architecture, operating systems software and devices.	180	Ongoing	180
Total Annual Hours			1920
Total Positions			1.0

Systems Administrator

Position Title	Systems Administrator		
Position ID	237		
State Classification	Staff Information Systems Analyst		
Organization	Office of Systems Integration		
Position Start Date	October 2017	Position End Date	Permanent
Functional Group	Infrastructure		
Justification	The project has made the decision to have state staff provide long-term operations services and phase out the DevOps vendor. For this reason, the project needs to develop an internal systems administrator team to provision, install/configure/ and maintain all project hardware/software and the related infrastructure. Maintaining the technical environment and underlying infrastructure is critical for the successful delivery of the digital services to end users.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Assists in systems administration function for the project both on Cloud and physical servers, including administrating system-level security procedures; establish and maintains user accounts, assigns file permission and establishes password and account policies.	280	Ongoing	280
Assists in installing, upgrading, patching and configuring servers in production and lower level environments.	280	Ongoing	280
Monitors and fine tune performance by reviewing performance logs and monitors system, troubleshoots and resolves system hardware, software, bandwidth and communication problems under the supervision of the Senior Systems Administrator.	280	Ongoing	280
Writes scripts to automate common tasks as requested by the Senior Systems Administrator.	180	Ongoing	180
Assists with backing up and restoring systems configurations and processes.	180	Ongoing	180
Assists in maintaining and managing the system configuration and tracking/informing any changes to the system to impacted parties.	180	Ongoing	180
Assists in configuring firewall rules and policies and assist in network security.	180	Ongoing	180
Maintains the system logs, hardware/software licenses, agreements; makes recommendations for hardware/software replacements/upgrades.	180	Ongoing	180
Creates and maintain documentation of system and network architecture, operating systems software and devices.	180	Ongoing	180
Total Annual Hours			1920
Total Positions			1.0

Systems Administrator

Position Title	Systems Administrator		
Position ID	238		
State Classification	Associate Information Systems Analyst		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Infrastructure		
Justification	The project has made the decision to have state staff provide long-term operations services and phase out the DevOps vendor. For this reason, the project needs to develop an internal systems administrator team to provision, install/configure/ and maintain all project hardware/software and the related infrastructure. Maintaining the technical environment and underlying infrastructure is critical for the successful delivery of the digital services to end users.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Assists in troubleshooting systems based on the system and performance logs and provides basic administration function for the project both on Cloud and physical servers.	280	Ongoing	280
Assists in troubleshooting issues around installation, upgrades, patches and configuring servers in lower level environments.	280	Ongoing	280
Assists in monitoring and fine tuning performance on lower level environments by reviewing performance logs and monitors systems.	280	Ongoing	280
Assists in automating common tasks as requested and tests it on lower level environments.	180	Ongoing	180
Maintains backup logs and assists in restoring system configurations.	180	Ongoing	180
Maintain logs of any changes to the system and assists in maintaining and managing the system configuration.	180	Ongoing	180
Maintain logs of any changes to the firewall rules and policies.	180	Ongoing	180
Maintains the system logs, hardware/software licenses, agreements; makes recommendations for hardware/software replacements/upgrades.	180	Ongoing	180
Creates and maintain documentation of system and network architecture, operating systems software and devices.	180	Ongoing	180
Total Annual Hours			1920
Total Positions			1.0

Systems Administrator

Position Title	Systems Administrator		
Position ID	239		
State Classification	Associate Information Systems Analyst		
Organization	Office of Systems Integration		
Position Start Date	Oct 2017	Position End Date	Permanent
Functional Group	Infrastructure		
Justification	The project has made the decision to have state staff provide long-term operations services and phase out the DevOps vendor. For this reason, the project needs to develop an internal systems administrator team to provision, install/configure/ and maintain all project hardware/software and the related infrastructure. Maintaining the technical environment and underlying infrastructure is critical for the successful delivery of the digital services to end users.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Assists in troubleshooting systems based on the system and performance logs and provides basic administration function for the project both on Cloud and physical servers.	280	Ongoing	280
Assists in troubleshooting issues around installation, upgrades, patches and configuring servers in lower level environments.	280	Ongoing	280
Assists in monitoring and fine tuning performance on lower level environments by reviewing performance logs and monitors systems.	280	Ongoing	280
Assists in automating common tasks as requested and tests it on lower level environments.	180	Ongoing	180
Maintains backup logs and assists in restoring system configurations.	180	Ongoing	180
Maintain logs of any changes to the system and assists in maintaining and managing the system configuration.	180	Ongoing	180
Maintain logs of any changes to the firewall rules and policies.	180	Ongoing	180
Maintains the system logs, hardware/software licenses, agreements; makes recommendations for hardware/software replacements/upgrades.	180	Ongoing	180
Creates and maintain documentation of system and network architecture, operating systems software and devices.	180	Ongoing	180
Total Annual Hours			1920
Total Positions			1.0

Technical Support Manager

Position Title	Technical Support Manager		
Position ID	240		
State Classification	Data Processing Manager II		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Support		
Justification	<p>The project has made the decision to have state staff provide long-term operations services and phase out the DevOps vendor. For this reason, the project needs to develop an internal level 1, 2 and 3 help desk to continue providing these services. Having a properly staffed and managed help desk is critical for the ongoing support and operations of the CWS-NS. The help desk will be responsible for receiving, tracking and managing incidents raised by end users. The help desk will be the team responsible for receiving inbound requests through multiple outlets (phone, web forms, email, etc.) and logs, categorizes, prioritizes, tracks, and routes incidents reported by end users or alarms raised by any ITSM tools the project will procure. The project envisions adjusting help desk staffing levels over time as digital services are implemented and require support. This resource will manage the support staff and escalate support-related issues to senior project management.</p>		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Develop and implement divisional goals, objectives, policies and procedures.	180	Ongoing	180
Plan, organize and direct assigned information systems activities including planning, implementation, support and troubleshooting.	120	Ongoing	120
Evaluate and prepare recommendations on requests for systems development and equipment or the feasibility of computer applications.	280	Ongoing	280
Coordinate communications and working relationships with internal customers, outside service providers and other agencies.	120	Ongoing	120
Provide oversight and coordination of emergency response capability for computer service on a 7-day, 24-hour basis.	180	Ongoing	180
Direct, oversee and participate in the development of the Information Technology operations work plan; assign work activities, projects and programs; monitor work flow; review and evaluate work products, methods and procedures.	120	Ongoing	120
Prepare the Information Technology operations budget; assist in budget implementation; participate in the forecast of funds needed for staffing, equipment, materials and supplies; administer the approved budget.	120	Ongoing	120
Recommend the appointment of personnel; provide or coordinate staff training; conduct performance evaluations; recommend discipline; implement discipline procedures as directed; maintain discipline and high standards necessary for the efficient and professional operation of the Division.	120	Ongoing	120
Build and maintain positive working relationships with co-workers, other State employees and the Customers using principles of good customer service.	180	Ongoing	180

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Represent the Child Welfare Digital Services Agency to other State or outside agencies and organizations; participate in outside community and professional groups and committees; provide technical assistance as necessary.	120	Ongoing	120
Research and prepare technical and administrative reports; prepare written correspondence.	280	Ongoing	280
Provide advice to personnel of the Division and other State Departments or Agencies on future Information Technology direction based upon knowledge and industry trends and standards.	100	Ongoing	100
Total Annual Hours			1920
Total Positions			1.0

Senior Support Analyst

Position Title	Senior Support Analyst		
Position ID	241		
State Classification	Senior Information Systems Analyst		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Support		
Justification	<p>The project has made the decision to have state staff provide long-term operations services and phase out the DevOps vendor. For this reason, the project needs to develop an internal level 1, 2 and 3 help desk to continue providing these services. Having a properly staffed and managed help desk is critical for the ongoing support and operations of the CWS-NS. The help desk will be responsible for receiving, tracking and managing incidents raised by end users. The help desk will be the team responsible for receiving inbound requests through multiple outlets (phone, web forms, email, etc.) and logs, categorizes, prioritizes, tracks, and routes incidents reported by end users or alarms raised by any ITSM tools the project will procure. The project envisions adjusting help desk staffing levels over time as digital services are implemented and require support.</p>		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Serves as a technical expert within area of assignment, providing guidance and direction to other professional staff and resolving complex problems; participates in developing strategic plans for systems/applications development and modification within area of expertise.	180	Ongoing	180
Analyzes and evaluates computer network design (including the State's overall network), operating systems and/or business requirements; consults with personnel from various departments and identifies areas for strategic network, database, and/or operating system improvements and upgrades; or the development of technical solutions to automate and/or improve business processes. Designs system architecture, network infrastructure and configuration, database, and/or web-based application solutions that meet the needs of the organization and develops plans to initiate improvements.	120	Ongoing	120
Prepares complex reports, correspondence and other documents; participates on committees and task forces; attends meetings, conferences and training sessions.	280	Ongoing	280
Answers questions and provides information to personnel of customer departments; analyzes questions and recommends appropriate corrective action as necessary.	120	Ongoing	120
Coordinates with systems, network and/or database administrators to implement application or system design specifications and coordinate integration across multiple platforms and technologies; maintains effective communications with users regarding vendor activities, problems, status, timelines and other details.	180	Ongoing	180
Trains, leads, and provides technical guidance to professional and technical staff assigned to operating systems, network infrastructure, business systems analysis and application	120	Ongoing	120

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
development, database administration, telecommunications systems, and/or audio/video systems. Directs the work of peers and/or subordinate professional information technology staffed on assigned projects.			
Recommends the appointment of personnel; provides or coordinates staff training; provides standards and operating guidelines; provides timely input on performance evaluations and disciplinary matters, as assigned.	120	Ongoing	120
Provides budget recommendations and assists in budget preparation and administration; prepares cost estimates for budget; monitors and controls expenditures.	120	Ongoing	120
Provides technical and functional supervision of contractors/vendors.	180	Ongoing	180
Provides after-hours technology support as assigned.	120	Ongoing	120
Coordinates the activities of State technical personnel and contract personnel during major and minor application problems; provides problem status, oral and written, to management; focuses on preventing and resolving network and system problems related to area of assignment.	280	Ongoing	280
Acts as the project lead over moderate/large business analysis projects; develops and monitors project budgets and resources; interfaces with clients to define project scope and review project activities, recommendations and outcomes; coordinates the use of project resources based on project requirements; designs and implements project testing and quality assurance processes.	100	Ongoing	100
Total Annual Hours			1920
Total Positions			1.0

Senior Support Analyst

Position Title	Senior Support Analyst		
Position ID	242		
State Classification	Senior Information Systems Analyst		
Organization	Office of Systems Integration		
Position Start Date	October 2017	Position End Date	Permanent
Functional Group	Support		
Justification	<p>The project has made the decision to have state staff provide long-term operations services and phase out the DevOps vendor. For this reason, the project needs to develop an internal level 1, 2 and 3 help desk to continue providing these services. Having a properly staffed and managed help desk is critical for the ongoing support and operations of the CWS-NS. The help desk will be responsible for receiving, tracking and managing incidents raised by end users. The help desk will be the team responsible for receiving inbound requests through multiple outlets (phone, web forms, email, etc.) and logs, categorizes, prioritizes, tracks, and routes incidents reported by end users or alarms raised by any ITSM tools the project will procure. The project envisions adjusting help desk staffing levels over time as digital services are implemented and require support.</p>		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Serves as a technical expert within area of assignment, providing guidance and direction to other professional staff and resolving complex problems; participates in developing strategic plans for systems/applications development and modification within area of expertise.	180	Ongoing	180
Analyzes and evaluates computer network design (including the State's overall network), operating systems and/or business requirements; consults with personnel from various departments and identifies areas for strategic network, database, and/or operating system improvements and upgrades; or the development of technical solutions to automate and/or improve business processes. Designs system architecture, network infrastructure and configuration, database, and/or web-based application solutions that meet the needs of the organization and develops plans to initiate improvements.	120	Ongoing	120
Prepares complex reports, correspondence and other documents; participates on committees and task forces; attends meetings, conferences and training sessions.	280	Ongoing	280
Answers questions and provides information to personnel of customer departments; analyzes questions and recommends appropriate corrective action as necessary.	120	Ongoing	120
Coordinates with systems, network and/or database administrators to implement application or system design specifications and coordinate integration across multiple platforms and technologies; maintains effective communications with users regarding vendor activities, problems, status, timelines and other details.	180	Ongoing	180
Trains, leads, and provides technical guidance to professional and technical staff assigned to operating systems, network infrastructure, business systems analysis and application	120	Ongoing	120

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
development, database administration, telecommunications systems, and/or audio/video systems. Directs the work of peers and/or subordinate professional information technology staffed on assigned projects.			
Recommends the appointment of personnel; provides or coordinates staff training; provides standards and operating guidelines; provides timely input on performance evaluations and disciplinary matters, as assigned.	120	Ongoing	120
Provides budget recommendations and assists in budget preparation and administration; prepares cost estimates for budget; monitors and controls expenditures.	120	Ongoing	120
Provides technical and functional supervision of contractors/vendors.	180	Ongoing	180
Provides after-hours technology support as assigned.	120	Ongoing	120
Coordinates the activities of State technical personnel and contract personnel during major and minor application problems; provides problem status, oral and written, to management; focuses on preventing and resolving network and system problems related to area of assignment.	280	Ongoing	280
Acts as the project lead over moderate/large business analysis projects; develops and monitors project budgets and resources; interfaces with clients to define project scope and review project activities, recommendations and outcomes; coordinates the use of project resources based on project requirements; designs and implements project testing and quality assurance processes.	100	Ongoing	100
Total Annual Hours			1920
Total Positions			1.0

Support Analyst

Position Title	Support Analyst		
Position ID	243		
State Classification	Staff Information Systems Analyst		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Support		
Justification	<p>The project has made the decision to have state staff provide long-term operations services and phase out the DevOps vendor. For this reason, the project needs to develop an internal level 1, 2 and 3 help desk to continue providing these services. Having a properly staffed and managed help desk is critical for the ongoing support and operations of the CWS-NS. The help desk will be responsible for receiving, tracking and managing incidents raised by end users. The help desk will be the team responsible for receiving inbound requests through multiple outlets (phone, web forms, email, etc.) and logs, categorizes, prioritizes, tracks, and routes incidents reported by end users or alarms raised by any ITSM tools the project will procure. The project envisions adjusting help desk staffing levels over time as digital services are implemented and require support.</p>		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Evaluates technical needs and recommends solutions; plans, determines requirements, designs, builds, customizes, tests, implements, maintains and/or enhances a variety of hardware and software systems, integrating State network infrastructure and/or other systems; considers protocols, acceptable system security risk, and other related elements.	280	Ongoing	280
Provides professional customer support for CWS-NS system-related software and/or hardware issues, needs, or requirements. Interacts with clients to analyze system requirements; recommends technology solutions to improve operations.	280	Ongoing	280
Determines and develops cost benefit analyses related to recommended technical solutions; evaluates risk options; ensures project compliance with State procedures or protocols, budgetary constraints and staff/resource utilization.	280	Ongoing	280
Is responsible for the coordination and completion of projects that are limited in scope and/or specific to area of assignment; develops and monitors project budgets and resources; interfaces with clients to define project scope and review project activities, recommendations and outcomes; coordinates the use of project resources based on project requirements; designs and implements project testing and quality assurance processes.	180	Ongoing	180
Prepares technical documentations, procedural plans, reports, correspondence and other documents; participates on committees and task forces; attends meetings, conferences and training sessions.	180	Ongoing	180
Builds and maintains positive and professional working relationships with co-workers, other State employees, vendors, and the public using principles of good customer service.	180	Ongoing	180
Provides technical and functional supervision of	180	Ongoing	180

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
contractors/vendors.			
Provides after hours technology support as assigned.	180	Ongoing	180
Performs other related duties as assigned.	180	Ongoing	180
Total Annual Hours			1920
Total Positions			1.0

Support Analyst

Position Title	Support Analyst		
Position ID	244		
State Classification	Staff Information Systems Analyst		
Organization	Office of Systems Integration		
Position Start Date	October 2017	Position End Date	Permanent
Functional Group	Support		
Justification	The project has made the decision to have state staff provide long-term operations services and phase out the DevOps vendor. For this reason, the project needs to develop an internal level 1, 2 and 3 help desk to continue providing these services. Having a properly staffed and managed help desk is critical for the ongoing support and operations of the CWS-NS. The help desk will be responsible for receiving, tracking and managing incidents raised by end users. The help desk will be the team responsible for receiving inbound requests through multiple outlets (phone, web forms, email, etc.) and logs, categorizes, prioritizes, tracks, and routes incidents reported by end users or alarms raised by any ITSM tools the project will procure. The project envisions adjusting help desk staffing levels over time as digital services are implemented and require support.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Evaluates technical needs and recommends solutions; plans, determines requirements, designs, builds, customizes, tests, implements, maintains and/or enhances a variety of hardware and software systems, integrating State network infrastructure and/or other systems; considers protocols, acceptable system security risk, and other related elements.	280	Ongoing	280
Provides professional customer support for CWS-NS system-related software and/or hardware issues, needs, or requirements. Interacts with clients to analyze system requirements; recommends technology solutions to improve operations.	280	Ongoing	280
Determines and develops cost benefit analyses related to recommended technical solutions; evaluates risk options; ensures project compliance with State procedures or protocols, budgetary constraints and staff/resource utilization.	280	Ongoing	280
Is responsible for the coordination and completion of projects that are limited in scope and/or specific to area of assignment; develops and monitors project budgets and resources; interfaces with clients to define project scope and review project activities, recommendations and outcomes; coordinates the use of project resources based on project requirements; designs and implements project testing and quality assurance processes.	180	Ongoing	180
Prepares technical documentations, procedural plans, reports, correspondence and other documents; participates on committees and task forces; attends meetings, conferences and training sessions.	180	Ongoing	180
Builds and maintains positive and professional working relationships with co-workers, other State employees, vendors, and the public using principles of good customer service.	180	Ongoing	180
Provides technical and functional supervision of	180	Ongoing	180

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
contractors/vendors.			
Provides after hours technology support as assigned.	180	Ongoing	180
Performs other related duties as assigned.	180	Ongoing	180
Total Annual Hours			1920
Total Positions			1.0

Support Analyst

Position Title	Support Analyst		
Position ID	245		
State Classification	Associate Information Systems Analyst		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Support		
Justification	<p>The project has made the decision to have state staff provide long-term operations services and phase out the DevOps vendor. For this reason, the project needs to develop an internal level 1, 2 and 3 help desk to continue providing these services. Having a properly staffed and managed help desk is critical for the ongoing support and operations of the CWS-NS. The help desk will be responsible for receiving, tracking and managing incidents raised by end users. The help desk will be the team responsible for receiving inbound requests through multiple outlets (phone, web forms, email, etc.) and logs, categorizes, prioritizes, tracks, and routes incidents reported by end users or alarms raised by any ITSM tools the project will procure. The project envisions adjusting help desk staffing levels over time as digital services are implemented and require support.</p>		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
For CWS-NS project staff, install and upgrade desktop hardware, software and peripheral equipment and configure system for optimum operations.	110	Ongoing	110
Analyze and/or resolve hardware, software, and application problems for all CWS-NS application digital services and the dedicated network resources supported by the State of California CWS-NS project.	110	Ongoing	110
Monitor computer systems, networks, and applications for response time, problem prevention, performance and resource utilization.	220	Ongoing	220
Coordinate the resolution of network hardware, software, and applications problems between technical, support, and customer personnel.	120	Ongoing	120
Report hardware failures to appropriate vendors via telephone or an on-line ITSM system.	120	Ongoing	120
Evaluate user hardware and software needs and assist in acquisition of approved equipment and software.	140	Ongoing	140
Provide a full range of assistance and help to CWS-NS users in the role of help desk expert.	280	Ongoing	280
Assist in preparation of CWS-NS procedures and documentation.	120	Ongoing	120
Complete scheduled systems operational tasks and routines such as: reports, metrics, shutdown/start-up procedures, daily audits, maintenance, and corrective actions.	120	Ongoing	120
Train users in CWS-NS application programs, any utilities or hardware devices such as tokens or mobile devices, and assist CWS-NS users in applying training to their work production environment; create technical documents and training materials (LMS, videos, business process diagrams and manuals, etc.) for	120	Ongoing	120

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
CWS-NS end-users.			
Analyze problems and design technical solutions to specific CWS-NS needs including spreadsheets, word processors, database, presentation graphics, SAAS applications (such as SafeMeasures or SDM), mobile devices, tokens, and other CWS-NS services.	120	Ongoing	120
Coordinate class preparation and training schedules with Dev/Ops release planners, CWS-NS orgs and regional training academies (RTAs).	120	Ongoing	120
Research and acquire knowledge of computer hardware and software used by the CWS-NS project and users.	220	Ongoing	220
Total Annual Hours			1920
Total Positions			1.0

Support Analyst

Position Title	Support Analyst		
Position ID	246		
State Classification	Associate Information Systems Analyst		
Organization	Office of Systems Integration		
Position Start Date	October 2017	Position End Date	Permanent
Functional Group	Support		
Justification	<p>The project has made the decision to have state staff provide long-term operations services and phase out the DevOps vendor. For this reason, the project needs to develop an internal level 1, 2 and 3 help desk to continue providing these services. Having a properly staffed and managed help desk is critical for the ongoing support and operations of the CWS-NS. The help desk will be responsible for receiving, tracking and managing incidents raised by end users. The help desk will be the team responsible for receiving inbound requests through multiple outlets (phone, web forms, email, etc.) and logs, categorizes, prioritizes, tracks, and routes incidents reported by end users or alarms raised by any ITSM tools the project will procure. The project envisions adjusting help desk staffing levels over time as digital services are implemented and require support.</p>		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
For CWS-NS project staff, install and upgrade desktop hardware, software and peripheral equipment and configure system for optimum operations.	110	Ongoing	110
Analyze and/or resolve hardware, software, and application problems for all CWS-NS application digital services and the dedicated network resources supported by the State of California CWS-NS project.	110	Ongoing	110
Monitor computer systems, networks, and applications for response time, problem prevention, performance and resource utilization.	220	Ongoing	220
Coordinate the resolution of network hardware, software, and applications problems between technical, support, and customer personnel.	120	Ongoing	120
Report hardware failures to appropriate vendors via telephone or an on-line ITSM system.	120	Ongoing	120
Evaluate user hardware and software needs and assist in acquisition of approved equipment and software.	140	Ongoing	140
Provide a full range of assistance and help to CWS-NS users in the role of help desk expert.	280	Ongoing	280
Assist in preparation of CWS-NS procedures and documentation.	120	Ongoing	120
Complete scheduled systems operational tasks and routines such as: reports, metrics, shutdown/start-up procedures, daily audits, maintenance, and corrective actions.	120	Ongoing	120
Train users in CWS-NS application programs, any utilities or hardware devices such as tokens or mobile devices, and assist CWS-NS users in applying training to their work production environment; create technical documents and training materials (LMS, videos, business process diagrams and manuals, etc.) for	120	Ongoing	120

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
CWS-NS end-users.			
Analyze problems and design technical solutions to specific CWS-NS needs including spreadsheets, word processors, database, presentation graphics, SAAS applications (such as SafeMeasures or SDM), mobile devices, tokens, and other CWS-NS services.	120	Ongoing	120
Coordinate class preparation and training schedules with Dev/Ops release planners, CWS-NS orgs and regional training academies (RTAs).	120	Ongoing	120
Research and acquire knowledge of computer hardware and software used by the CWS-NS project and users.	220	Ongoing	220
Total Annual Hours			1920
Total Positions			1.0

ITO Supervisor

Position Title	ITO Supervisor		
Position ID	247		
State Classification	Systems Software Specialist II Supervisor		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Enterprise Services (ITO)		
Justification	<p>The project is moving into a new facility managed by OSI. As such, OSI will have the responsibility to provide help desk and network support services to the entire CWDS organization. With an expected organization in excess of 500, the OSI ITO cannot absorb this increased workload using existing resources. To provide the required desktop and network support services and meet contractual obligations, the project must request additional resources to provide these services. To manage this group, the project is requesting a SSS II Supervisor to act as an immediate supervisor to the on-site team located at the project facility and be the conduit to OSI ITO for escalating issues and communicating any problems as they arise. Having an on-site supervisor will ensure the project has the support and a first-line decision maker it needs to provide high-quality desktop and network support to the CWDS organization.</p>		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Provides technical guidance, training, leadership and expertise to a medium-sized team of IT analysts. Responsible for the team of analysts performing IT hardware and software deployment as well as maintenance and troubleshooting of hardware and software.	4	51	204
Manages and prioritizes daily queue of IT Help Desk tickets ensuring timely response and resolution of technical issues affecting PCs, laptops, monitors, printers, Off-The-Shelf software, as well as custom software	8	52	416
Troubleshoots and resolves the most complex technical issues regarding IT hardware and software configuration and performance	12	52	624
Consistently maintains the current hardware and software asset inventory ensuring the security of all assets and the proper licensing of all assets. Also ensures that all assets are maintained under appropriate support contracts.	3	52	156
Plans and implements the annual technology refresh of all IT equipment. Ensures that all equipment and software is current and schedules for upgrades and replacements where needed every year. Works with projects to ensure IT replacement costs align with individual project budgets.	4	26	104
Coordinates with OSI projects to plan and implement the adoption of new technologies, including but not limited to new hardware and software technology that provides for increased efficiency and functionality.	8	52	416
Total Annual Hours			1920
Total Positions			1.0

Network Support

Position Title	Network Support		
Position ID	248		
State Classification	Systems Software Specialist I		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Enterprise Services (ITO)		
Justification	<p>The project is moving into a new facility managed by OSI. As such, OSI will have the responsibility to provide network support services to the entire CWDS organization. With an expected organization in excess of 500, the OSI ITO cannot absorb this increased workload using existing resources. To provide the required network support services and meet contractual obligations, the project must request additional resources to provide these services. The network support resource will be responsible for installing new software/hardware; setting up user accounts, permissions and passwords; network maintenance; planning future improvements; etc. Having dedicated network support is critical to the daily operations of the CWDS organization.</p>		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Creates and maintains operating system images for all supported models of PCs, laptops and tablets. Ensures that operating system images are up to date with latest patches and versions of default software.	2	50	100
Creates and maintains repository of non-standard software deployment packages to aid in the efficient installation of software unique to project needs. As new software needs are identified, researches, tests and builds new deployment packages.	4	52	208
Maintains VMware virtual server environment. Builds new servers as needed. Ensures the efficient utilization of virtual hardware resources. Monitors and tunes virtual server environment for high availability and peak performance.	7	52	364
Manages network storage resources. Monitors network Storage Area Network for adequate growth capacity as well as peak performance. Troubleshoots performance issues when they arise. Creates and/or resizes storage LUNs based upon server storage needs.	4	52	208
Ensures the timely application of security patches to all server and network resources. Maintains all network resources at the highest level of security compliance at all times.	2	52	104
Configures and maintains network infrastructure. Ensures the proper configuration of network switching equipment. Makes configuration changes to network switching equipment to maintain peak operational performance on an as-needed basis.	7	52	364
Manages and maintains Voice over IP (VoIP) telecommunication system. Ensures proper performance of wireless desktop telephones. Performs configuration of phones and calling features to ensure full functionality for project staff	3	52	156
Maintains and manages wireless network infrastructure for both the secured internal LAN as well the guest network as required. Ensures high availability of wireless networks and proper	2	52	104

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
configuration of associated hardware.			
Maintains and manages network security hardware and software including network firewall devices and rules, web filtering device and rules, as well as other IT security tools such as antivirus protection and hard drive encryption.	3	52	156
Ensures consistent network server and file backup policies are in place as well as performs system and file recovery as needed. Also perform periodic testing of backup and restore procedures to ensure that all project data is protected.	3	52	156
Total Annual Hours			1920
Total Positions			1.0

Help Desk

Position Title	Help Desk		
Position ID	27 and 249		
State Classification	Associate Information Systems Analyst		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Enterprise Services (ITO)		
Justification	<p>The project is moving into a new facility managed by OSI. As such, OSI will have the responsibility to provide help desk services to the entire CWDS organization. With an expected organization in excess of 500, the OSI ITO cannot absorb this increased workload using existing resources. To provide the required desktop support services and meet contractual obligations, the project must request additional resources to provide these services. The project currently has one CDSS Information Systems Division (ISD) resource that will be redirected to OSI and continue providing help desk services at the new facility. However, due to the size of the CWDS organization an additional help desk resource is required. These two help desk support resources will provide technical and troubleshooting assistance related to computer hardware/software, mobile devices and other tools and products that the CWDS may use. Having dedicated help desk support is critical to the daily operations of the CWDS organization. There is currently a CDSS project resource who provides these services, this position will be redirected to OSI since they will manage the new facility.</p>		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Performs setup and support of laptops, PCs and software. Take delivery of new IT hardware and software. Perform configuration and reconfiguration of operating system on PCs and laptops. Perform installation and configuration of software on IT resources	6	52	312
Performs setup and support of telecommunications devices. Deploys and configures desktop telephones as well as mobile devices. Configure features of both desktop and mobile phones.	4	52	208
Resolves Help Desk tickets for hardware and software. Performs IT trouble resolution on a daily basis. Trouble tickets include but are not limited to network password resets, hardware and software malfunction troubleshooting and resolution, repair and replacement of defective hardware and installation of upgraded software components.	1	2228	2228
Manages User identity. Creation, modification and deletion of network user accounts for all staff including Active Directory accounts, Office 365 accounts, and specialized software accounts.	9	52	468
Email account creation, modification and deletion for all staff. Maintenance and creation of email distribution lists on an as-needed basis. Maintenance of email inbox quotas as well as assistance in use and creation of email archive folders.	4	52	208
Supports peripheral devices such as personal and network printers and plotters. Assistance with configuration and use of video projectors and multimedia devices and software such as Microsoft Skype for Business and associated web cameras and microphones and speakers for multimedia presentations.	3	52	156
Ensures timely application of operating system and associated	2	52	104

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
software security patches for desktop computing devices. Audits patch logs to ensure all OSI devices are currently protected from security threats. Ensures that all devices meet current policy for security, including hard disk encryption and strong network passwords.			
Ensures IT hardware and software asset inventory is kept current. Tracks all equipment as it is received as well as when equipment is removed from service. Also tracks movement of IT equipment to ensure an accurate inventory of all assets is maintained. Assists with assessing IT hardware replacement needs during the annual technology refresh schedule.	3	52	156
Total Annual Hours			3840
Total Positions			2.0

ACSD Manager

Position Title	ACSD Manager		
Position ID	250		
State Classification	Data Processing Manager II		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Enterprise Services (ACSD)		
Justification	With the adoption of the modular procurement approach the number of CWDS procurements that the ACSD has processed and assisted the project on has increased significantly. This has caused the existing DPM II, who is responsible for supporting all OSI projects, to dedicate a disproportionate amount of time to CWDS procurement activities. To resolve this issue, the project is requesting a dedicated Sr. ISA Supervisor to assume the role of supervising all CWDS procurement activities from an ACSD perspective. Having a dedicated supervisor resource within ACSD will help ensure project decisions related to procurements can be made expeditiously while allowing existing ACSD management to continue supporting the entire OSI organization.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Provides technical guidance, training, leadership and expertise to a medium-sized team consisting of IT Procurement Analysts regarding competitive procurements; directs the most complex IT competitive procurements. Responsible for the team of analysts performing analysis and preparation of the most complex IT procurement and contracting documents that are politically sensitive and of major technological and/or economic impact.	12	52	624
Meets regularly with IT Procurement Analysts and Project Staff to document future workload, and provide guidance, training and preparation of the IT Procurement Analysts in their professional growth to successfully perform complex competitive procurements.	5	52	260
Provides guidance and direction on the development and approval of solicitations (i.e. Request For Proposal (RFP), Invitation For Bids (IFB) and Request for Offer (RFO) and associated documents (e.g. Evaluation and Selection Plan and Report, etc.) from planning through execution of contract.	5	52	260
Provides leadership, clarification and development of procurement policies and procedures to the IT Procurement Analysts and the OSI management, and Project liaisons. Responsible for establishing and implementing policies and procedures for OSI relative to competitive procurements.	4	52	208
Reviews and approves solicitation and acquisition activities; prepares the most complex internal, external and control agency correspondence.	4	52	208
Acts as the representative with Agency, OSI Executive Staff, Exchange Staff, Project Office Staff, consultants, and vendors, on the most complex competitive procurement matters. Participates in procurement training conferences/meetings.	3	52	156
Provides guidance and direction on the development and approval of interagency agreements from planning through execution.	2	52	104

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Advises and manages issues related to staff performance, staff development, maintaining OSI policies and procedures; personnel policies and procedures; performance management; and identifying and documenting issues, resolving issues, documenting issue resolution, and coordinating activities and communication for issue resolution.	2	50	100
Total Annual Hours			1920
Total Positions			1.0

ACSD Analyst

Position Title	ACSD Analyst		
Position ID	251		
State Classification	Senior Information Systems Analyst		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Enterprise Services (ACSD)		
Justification	<p>With the adoption of the modular procurement approach the number of CWDS procurements that the ACSD has processed and assisted on has increased significantly. The project has a number of procurements in the immediate future including new procurements, amendments and IAAs/MOUs with interface partners that all require ACSD assistance. Additionally, with the establishment of the ADPQ, procurements that would otherwise be under STPD authority will now be within OSI's delegated authority thus requiring additional resources. To alleviate current workload issues, the ACSD has been distributing CWDS procurements among other ACSD analysts. Although this approach has contributed to the project remaining on schedule, it cannot continue in perpetuity as other OSI projects continue to require procurement assistance as well. Without additional procurement resources, the CWDS procurement schedule will begin to slip thus compromising the entire project. To alleviate the immediate issue and mitigate future risk, the project is requesting another dedicated analyst within ACSD to assistance with all CWDS procurement activities. This additional resource will ensure ACSD can continue providing an adequate level of support and prevent schedule delays.</p>		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Provides technical expertise to the Project office for competitive procurements, directs and processes the most complex IT competitive procurements. Responsible for the analysis and preparation of the most complex IT bid documents that are politically sensitive and of major technological and/or economic impact.	5	52	260
Provides leadership and clarification on procurement policies and procedures to the Project Procurement Leads and OSI management. Responsible for establishing and implementing policies and procedures for OSI relative to competitive procurements.	5	52	260
Meets regularly with Project Procurement Lead to document future workload and the complexity of forthcoming competitive procurements.	4	52	208
Provides guidance and direction on the development and approval of solicitations (i.e. Request For Proposal (RFP), Invitation For Bids (IFB) and Request for Offer (RFO) and associated documents (e.g. Evaluation and Selection Plan and Report, etc.) from planning through execution of contract.	4	52	208
Plan and lead on evaluations of draft and final RFP's, IFB's and RFO's ensuring compliance with state procurement policies. Participate in confidential bidder's discussions and oversee the preparation of follow-up materials.	4	52	208
Provides guidance and direction on the development and approval	4	51	204

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
of interagency agreements from planning through execution.			
Acts as the representative with Agency, OSI Executive Staff, Exchange Staff, Project Office Staff, consultants, and vendors, on the most complex competitive procurement matters. Participates in procurement training conferences/meetings.	4	52	208
Review control agency documents such as Feasibility Study Report (FSR), Special Project Reports (SPRs), Advance Planning Documents (APDs), and Implementation Advance Planning Documents (IAPDs.).	4	52	208
Advises and manages issues related to procurement, including identifying and documenting issues, resolving issues, documenting issue resolution, and coordinating activities and communication for issue resolution.	3	52	156
Total Annual Hours			1920
Total Positions			1.0

ACSD Support

Position Title	ACSD Support		
Position ID	252		
State Classification	Management Services Technician		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Enterprise Services (ACSD)		
Justification	With the adoption of the modular procurement approach the number of CWDS procurements that the ACSD has processed and assisted on has increased significantly. As such, the ACSD requires additional administrative resources to assist with this increased workload. This additional resource would process incoming CWDS procurement packages and assign to analysts, coordinate approval and review of procurement documents, schedule meetings and reserve locations on behalf of the ACSD CWDS resources. This additional support is critical to efficient operations within the ACSD supporting CWDS procurement efforts.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Prepare, solicit, and award less complex procurement for IT and non-IT services and products. Ensure procurement documentation is compliant with OSI established guidelines and processes and DGS laws and regulations.	9	52	468
Meets and deals tactfully with the public providing detailed and sensitive correspondence/ communications for OSI's procurement and contracting activities; independently originates correspondence involving the knowledge and application of detailed rules, laws, regulations, policies and procedures for purchasing and acquisitions.	7	52	364
Typing and data entry of information into FISCAL as well as a variety of MS Office programs and web-based databases and interfaces. Creates and runs clear and comprehensive reports; keeps difficult records; and drafts materials as requested and on an as-needed basis.	6	52	312
Performs difficult clerical work, including the ability to spell correctly; uses good English; makes arithmetical computations; operates various office machines; follows oral and written direction; evaluates situations accurately and takes effective action; reads and writes English at a level required for successful job performance; applies specific procurement and contracting laws, rules and office policies and procedures; and provides functional guidance where needed.	6	52	312
Performs a variety of the most difficult support services functions and is expected to exercise a high degree of initiative, independence and originality in performing assigned tasks to support the OSI's procurement and contracting functions.	5	52	260
Perform various business services related functions including: equipment maintenance, inventory control, forms and records management, mail and messenger services, asset management and equipment disposal. General office support and maintenance. Set up conference and team rooms for meetings; deliver tables	4	51	204

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
and chairs to various places around the building.			
Total Annual Hours			1920
Total Positions			1.0

HR Support

Position Title	HR Support		
Position ID	253		
State Classification	Office Technician		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Enterprise Services (HR)		
Justification	As the project continues to develop the CWS-NS solution, there is an increased need for additional state resources. The expanded state resources associated with this SPR, entails the need for additional support from the OSI Human Resources Division (HRD), which will provide for the ongoing payroll, benefit, time reporting, recruitment and health and wellness to the additional state resources. Although vendors are not directly employed by OSI, the HRD is responsible for direct filing of Conflict of Interest documents with the Fair Political Practices Commission for both employees and vendors. This position will provide administrative support for the HRD as a result of the increase in state resources.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Serve as support staff to the Chief of Human Resources Division and provide clerical support to personnel and departmental staff. Review incoming correspondence and/or materials and determine on the basis of a special facet of subject matter or assignment who should receive the mail and documents for problem solving and disposition and handles the most sensitive and confidential mail.	16	45	720
Develops/revises and maintains the HRD filing systems; purges file materials where this requires evaluation of information as to future usefulness, sensitivity or problem area, and probability of problem recurrence; prepares narrative letters or reports and documents for own or supervisor's signature; answers a variety of inquiries, gathers and gives information to Projects on a variety of HR issues and information.	32	12	384
Develop and maintain a variety of data bases and tracking systems to support various HR functions. To support the additional positions coordinates and maintains the Conflict of Interest and Ethics training programs.	30	10	300
Review incoming requests for Personnel Action (RPA), logs and notify the appropriate analyst. Distribute job-opportunity and other vacancy announcements review for grammar and finalize and distribute job opportunity bulletins; prepare and HR maintain logs.	6	20	120
Assists HR analyst by performing on-line examination processing functions including printing and saving applications, entering and updating candidate information; assist the exam analyst in entering scores on the SPB system and notifying candidates of exam results; serves as receptionist for exam purposes.	5	20	100
Coordinates the tracking of the student assistant hours verification. Receives information from the APA to log proposed duty statements for appropriateness and determine the appropriate range and pay level of the student based on course of student and units. Maintain monthly student assistant	16	12	192

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
spreadsheets through Excel for departmental budget purposes.			
Gathers information and prepares reports with information provided by the Sr. Personnel Specialist and APA by gathering, tabulating, and analyzing data for inputting into on-line spreadsheets to provide historical and pertinent fiscal and historical information. Order and maintain supplies for Human Resources.	13	8	104
Total Annual Hours			1920
Total Positions			1.0

HR Analyst

Position Title	HR Analyst		
Position ID	254		
State Classification	Associate Personnel Analyst		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Enterprise Services (HR)		
Justification	As the project continues to develop the CWS-NS solution, there is the increased need for additional state resources. The expanded state resources associated with this SPR, an increase of 59 OSI positions, entails the need for additional support from the OSI Human Resources Division (HRD), which will provide for the ongoing payroll, benefit, time reporting, recruitment and health and wellness to the additional state resources. Although vendors are not directly employed by OSI, the HRD is responsible for direct filing of Conflict of Interest documents with the Fair Political Practices Commission for both employees and vendors. This position will provide administrative support for the HRD as a result of the increase in state resources.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Provide completed staff work on various management-initiated projects and proposals. Develop and administer policies and operating procedures for the Health and Safety Program including the Worker's Compensation Program, Family Medical Leave Act, Return to Work, Reasonable Accommodation, the American's With Disabilities Act, fitness for duty evaluations, Employee Assistance Program, Injured State Worker's Program/Disability Retirement, and Wellness Program. Identify issues and problems requiring modification and perform analyses of data, prepare present and alternatives and recommend solutions for assigned health and safety projects.	10	10	100
Provide guidance to staff performing SCIF case management duties; negotiate settlements and represent OSI at Worker's Compensation Appeals Board conferences and hearings.	10	10	100
Develop program evaluation methods and tools for conducting research in health and safety areas; prepare periodic evaluation reports for each program element on program effectiveness, areas of non-compliance and make recommendations for improving compliance and service to OSI employees.	5	10	50
Interprets and explains contract provisions, laws, rules, and procedures concerning health and safety and consult with managers, supervisors and employees on issues; prepares reports, manuals, articles, and correspondence on health and safety issues.	5	10	50
Provides assistance to managers, employees, control agencies, and others on varied and/or sensitive/complex personnel management matters to resolve issues, provide information, options, and/or recommendations, etc. using various personnel references/policies (e.g., Memorandum of Understanding (MOU), CALHR laws and rules, Personnel Management Policy and Procedures Manual, Selection Manual, etc.) as needed and/or upon request.	32	9	288

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Works collaboratively with hiring managers to analyze, write, and complete Requests for Personnel Actions, justification for positions, creates duty statements, and creates current and proposed organization charts. Conducts analysis and formulates recommendations to properly classify positions consistent with the state classifications and pay plan utilizing desk audits, CALHR classification specifications, pay scales and C&P manual, allocation guidelines, etc., as needed and/or upon request. Demonstrates knowledge of classifications used in designated unit/project to assist managers with appropriate position requests, justifications and duty statements.	32	9	288
Consults with and advises managers and supervisory staff, on the interpretation and application of civil service, laws, rules, and personnel policies, etc, utilizing reference materials (e.g., laws, rules, regulations, etc.) as needed and/or upon request.	32	8	256
Authors proposed personnel actions (e.g., appointments, transfers, out-of-class, training and development assignments, hire-above-minimum, salary determination, etc.) to ensure conformity with regulations, classification and pay standards or good personnel practices using established guidelines, laws, rules and department policies and procedures as needed and/or requested by management.	36	8	256
Develops materials/tools to train individuals/groups in the appropriate interpretation and application of policies, procedures, guidelines, laws and rules, regulations relating to personnel matters utilizing various resources (e.g., expertise, manuals, laws and rules, desk audits, staff/consultants, job analysis, etc.) as needed and/or requested by management.	26	3	78
Provides training, instruction and/or guidance in the performance of personnel related tasks using various resources (e.g., expertise, policies, procedures, laws, rules, etc.).	26	4	104
Develops, maintains, and monitors a training plan. Designs, coordinates, and provides training opportunities to employees. Conducts research and performs detailed and complex data analysis on training needs assessments/gap assessments in order to recommend future training needs; additionally, develops evaluation tools to measure training outcome and behavioral and learning transfer performances. Leads in the development of training strategies to ensure employees gain knowledge, skills, and abilities, to help them with job readiness, and develops processes to allow employees the opportunity to fully develop knowledge, skills and abilities that support successful IT projects.	26	4	104
Conducts research in areas of personnel matters (e.g., use of a specific classification, position allocation decisions, appropriate list usage, transfer of list eligibility, etc.) for appropriateness of application in compliance with laws, rules, regulations, policies, procedures, etc., utilizing various resources (e.g., expertise, policies, procedures, laws, rules, etc.).	26	3	78
Authors adverse actions, rejections on probation, expectations memos, etc. and accompanying documents to take disciplinary action on employees using MOUs, laws, rules, regulations,	35	2	70

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
policies, procedures, etc., upon request.			
Consults with managers and supervisors on inappropriate employee behavior to ensure the situation is handled in a constructive manner (e.g., adverse action, employee counseling record, Memo of Expectations, etc.) and in compliance with MOUs, laws, rules, regulations, policies, procedures, etc., as needed and/or upon request. Advises management on issues involving progressive discipline and corrective actions throughout the preventive, corrective and adverse action phases. Assists managers in preparing and gathering written documentation to support disciplinary issues.	26	2	52
Position Control (review of monthly periodic position reports, change of Established Position Form STD. 607 and maintenance of position card file). Acts as primary subject matter expert with OSI Fiscal for Schedule 8 position reconciliation, initiating justifications and position tracking.	23	2	46
Total Annual Hours			1920
Total Positions			1.0

Paralegal

Position Title	Paralegal		
Position ID	255		
State Classification	Senior Legal Analyst		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Enterprise Services (Legal)		
Justification	With the adoption of the modular procurement approach the number of CWDS procurements that OSI legal has processed and assisted the project on has increased significantly. This, along with the increased project staffing, warrants additional legal support for the attorney assigned to the project. Sufficient legal support is critical to protect the state's interests and ensure procurements are conducted and developed in accordance with state and federal regulations.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Assist Project attorneys in their review of procurement documents and accompanying supporting material to determine whether they comply with specific requirements set forth in applicable law, regulation and policy; meet with Project attorneys to assist in gathering legal requirements; assist attorneys with drafting and periodic amendment of contracts, compliance documents, exhibits and supporting documents.	10	100	1000
Assist in reviewing for completeness information furnished by Project staff in matters referred to OSI Legal Division.	4	50	200
Assist attorneys during negotiation, review and amendment of all required interagency agreements and memoranda of understanding with sponsor departments and other stakeholders.	6	4	24
Attend and document discussions and meetings between attorneys and Project staff or others.	1	24	24
Assist attorneys regarding the documentation of disputed contract issues; assist attorneys in discussions with vendors; assist attorneys in their analysis of bidder proposals; and assist attorneys with preparation of issue memoranda and negotiation strategy documents.	2	16	32
Gather factual information, prepare fact sheets and perform routine legal research to assist attorneys in determining appropriate actions.	2	16	32
Prepare documents for internal administrative purposes; prepare correspondence and reports; answer inquiries regarding the status of matters assigned to OSI Legal Division.	3	32	96
Gather, log, respond to, and analyze and redact documents to be provided in response to Public Records Act requests.	3	40	120
Perform preliminary analyses of legislative bills and assist attorneys in the preparation of analyses of proposed legislation; assist attorneys in drafting of language for proposed legislation as necessary; and research legislative histories.	1	12	12
Act as liaison for attorneys and exchange legal and factual information with legal units in other state departments and agencies.	1	32	32
Assist attorneys with Government Code section 19130 consulting and justifications, and consult with staff to collect factual	4	30	120

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
information therefor.			
Assist attorneys in collection and review of employee and contractor Statements of Economic Interest, nondisclosure/conflict-of-interest agreements and other related documents.	1	120	120
Provide administrative assistance to attorneys in EEO/Reasonable Accommodations/Whistleblower actions as necessary regarding staff associated with the Project.	1	12	12
Summarize, organize, and index legal opinions, contract documents, meeting notes, and litigation-related documents and exhibits	1	16	16
Assist attorneys in issues and actions regarding employee protected leaves of absence (FMLA, CFRA) as necessary with additional staff associated with the Project.	1	8	8
Perform miscellaneous administrative functions in support of attorneys' work in support of the Project.	1	72	72
Total Annual Hours			1920
Total Positions			1.0

Communications Service Manager

Position Title	Communications Service Manager		
Position ID	256		
State Classification	Staff Services Manager III		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Communications		
Justification	This position will serve as the service manager for the Communications functional group. This position will lead the team and communications activities, oversee the communication strategy and produce communications materials		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Develop and implement policy, procedures and strategies in the development of communication content and materials to inform internal and external stakeholders on a variety of project related activities including the progress of the CWS-NS effort. The Communications Service Manager is responsible to lead and manage the CWDS' Communications Service Team for the development of multi-media content for the various delivery channels including the CWDS website, email blasts, Tweets, blogs, SharePoint, Slack, YouTube videos, voice recordings, and other delivery channels. The manager is also responsible for the development and implementation of marketing collateral and presentations for a variety of stakeholder forums and meetings. Monitors and manages content on the various multi-media delivery channels to ensure information is fresh and kept up to date, and that the delivery channel is fully functioning and elevate sensitive information requests from community partners or public. This includes monitoring and maintaining website links, videos and voice recordings that may become corrupted or malfunction over time.	960	Ongoing	960
Advise the Project Director and executive leadership on communication initiatives. Establish and maintain project communication objectives, evaluate effectiveness and recommend appropriate changes. Provides oversight and leadership to the CWDS' Communications Service Team. Identifies and manages project risks and issues associated with communication activities. Leads and manages the development and execution of risk mitigation plans and corrective action plans for issues. Develops project status reports and other project-related reports as required.	384	Ongoing	384
Meet, confer and advise the Project Director on communication strategies, issues and policy changes. Serves as the contact and collaborates with a multi-functional team made up of State, county consultant, and contractor personnel. Prepares and gives presentations, including collateral, to State executives and various stakeholder groups. Participates in meetings with representatives from the California Department of Social Services (i.e., Project Sponsor), County Welfare Directors Association, California counties, state and federal control agencies, vendors, and other entities associated with various CWDS automation efforts.	384	Ongoing	384

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Performs various supervisory responsibilities related to staff management and development. Evaluates necessary staff resources and training needs. Establishes performance standards and expectations by conducting probationary reviews, annual Individual Development Plans, corrective and disciplinary actions, and training to enhance personnel growth. Establishes reasonable deadlines and monitors staff's workload to ensure work is completed accurately and timely. Provides advice and consultation to staff on the most difficult and sensitive work issues.	192	Ongoing	192
Total Annual Hours			1920
Total Positions			1.0

Budget/Fiscal Service Manager

Position Title	Budget/Fiscal Service Manager		
Position ID	257		
State Classification	Staff Services Manager III		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Budget/Fiscal		
Justification	This position will serve as the service manager for the Budget/Fiscal functional group. This position will lead the team and all budget/fiscal related activities, oversee adherence to the Cost Management Plan, lead development of all project budget change proposals and federal fiscal requests.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Manages the development of the most complex state and federal Information Technology (IT) project approval documents (Special Project Reports and Advanced Planning Documents) for the CWDS. Manages and coordinates the technical, business, project management, procurement, resource, budget, cost benefit analysis, and other information required in control agency reporting documents. Provides leadership, guidance and direction to the project team to ensure control agency documents are developed and managed in accordance with state and federal guidelines and requirements. Manages and coordinates feedback from the team, contractors, stakeholders, governance bodies, and federal and state control agencies. Assures the critical nature of reporting continues to our state and federal partners so CWDS becomes State-Wide Automated Child Welfare Information System (SACWIS) compliant and maintains the Federal Financial Participation funding to mitigate federal non-compliance penalties. Performs special studies, as necessary, to obtain information for control agency documents, develops ad hoc reports and responds to state and federal inquiries.	768	Ongoing	768
Manages the development of budget documents (e.g., BCCs, BCPs, Premise) required to obtain state funding for the CWDS. Collaborate closely with project technical and business subject matter experts, Office of Systems Integration (OSI) Budget Office and California Department of Social Services (CDSS) Budget Office to identify various project costs (e.g., state staffing, contractors, facilities, and other costs). Ensures the budget documents meet state policies and standards. Manages and reviews the approval process of the budget documents. Participates in budget discussions with OSI, CDSS, Agency, Department of Finance and Department of Technology. Manages the development periodic and ad hoc budget reports and participate in various budget drills.	480	Ongoing	480
Manages the fiscal activities for CWDS. Oversees and monitors the processing and tracking of expenditures, invoices and payments. Monitors expenditures against the budget. Tracks the resolution of fiscal issues and monitors fiscal risks and risk mitigation strategies. Manages the preparation of monthly expenditures and projection reports to the CWDS leadership and	480	Ongoing	480

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
OSI Budget Office. Collaborates with representatives from the project, OSI Fiscal Office, CDSS Fiscal Office, our federal partner and other entities on fiscal matters.			
Acts as a subject matter expert on state and federal regulations, statutes, policies and requirements related to IT project reporting, budget and fiscal. Stays abreast on new regulations, statutes, policies and requirements and determines whether they have an impact on the project. Ensures IT project reporting, budget and fiscal documents adhere to state and federal regulations, statutes, policies and requirements.	96	Ongoing	96
Perform various supervisory responsibilities related to staff management and development. Evaluates necessary staff resources and training needs. Establish performance standards and expectations by conducting probationary reviews, annual Individual Development Plans, constructive intervention, corrective and disciplinary action, and training to enhance personnel growth. Establish reasonable deadlines and monitor workload to ensure work is completed accurately and timely. Provide advice and consultation to staff on the most difficult and sensitive work matters.	96	Ongoing	96
Total Annual Hours			1920
Total Positions			1.0

Collaboration Tools Administrator

Position Title	Collaboration Tools Administrator		
Position ID	258		
State Classification	Staff Information Systems Analyst		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	PMO		
Justification	This position will fill a resource gap currently existing in the PMO and will serve as the dedicated Collaboration Tools Administrator. This resource will support all project user's requests for access, training and troubleshooting issues on the collaboration tools, such as Share point, Slack, and Pivotal.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Create and maintain user guide documentation for all collaboration tools	20	4	80
Document and maintain internal procedures for supporting tools	20	4	80
Provide user support and training on tools	5	100	500
Provide and maintain access to tools	4	267	1068
Create and maintain process for access to tools	5	12	60
Ensures processes meet project standards and industry best practices	2	12	24
Provides leadership to project staff on policies, procedures, practices, and standards for tools	2	12	24
Supports project integration management efforts and processes	5	12	60
Assists in the preparation of reports and presentations on project activities and status for various stakeholders.	2	12	24
Total Annual Hours			1920
Total Positions			1.0

Implementation Manager

Position Title	Implementation Manager		
Position ID	101		
State Classification	Data Processing Manager II		
Organization	Office of Systems Integration		
Position Start Date	July 2016	Position End Date	Permanent
Functional Group	Implementation and Training		
Justification	This position was redirected from the CWS/CMS to the CWS-NS as part of the 2016-17 SFL request. However, the position was not formally established. This BCP is requesting to establish this position to ensure there is dedicated management to oversee the implementation of the CWS-NS. On a project the size, breadth and complexity of the CWS-NS a dedicated Implementation Manager to oversee all implementation efforts is critical. Furthermore, with the revised implementation approach there will need to be additional coordination between the two implementation vendors and the multiple digital service vendors.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Leads the Implementation Team to achieve the project's vision, goals, and objectives, including the technical approaches toward a solution based on industry standards and best practices.	400	Ongoing	400
Leads activities related to executing the Change Management and Training Plans, supporting transition activities, customer service, implementation workflow policies and procedures, identifying and resolving implementation issues.	400	Ongoing	400
Staff recruitment, supervision and development. Establishes performance standards and expectations as well as monitors staff achievement towards those benchmarks.	120	Ongoing	120
Leads and manages the development of implementation requirements and narrative for the Implementation Request for Proposals (RFPs).	300	Ongoing	300
Manages the Implementation Team's tasks during various stages of the implementation solicitation process including question and answers, confidential discussions, RFP addenda, draft proposal reviews, final proposal evaluations, and other solicitation tasks.	250	Ongoing	250
Manages the development of implementation related narrative and references for control agency documents such as state Special Project Reports (SPR) and federal Advance Planning Documents (APD).	150	Ongoing	150
Collaborates with and provides project status updates to CDSS, California County Director's Association (CWDA), Legislature, and other key stakeholders. Manages and coordinates communications and work between various stakeholders such as the CDSS, CWDA, Department of Technology (CDT), federal Administration for Children, Youth and Families, and counties.	150	Ongoing	150
Prepares and gives presentations to state executives and various stakeholder groups. Participates in a variety of project and stakeholder meetings and workgroups.	150	Ongoing	150

CWDS FY 2017-18 BCP
Attachment 1 – Workload Analysis New State Resources

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Total Annual Hours			1920
Total Positions			1.0

Procurement Support Analyst

Position Title	Procurement Support Analyst		
Position ID	102		
State Classification	Associate Governmental Program Analyst		
Organization	Office of Systems Integration		
Position Start Date	July 2016	Position End Date	Permanent
Functional Group	Procurement and Contract Management		
Justification	This position was redirected from the CWS/CMS to the CWS-NS as part of the 2016-17 SFL request. However, the position was not formally established. This BCP is requesting to establish and upgrade this position because the project does not have sufficient resources to assist with all procurement related activities. The project requires a dedicated resource to manage bidders' library activities which includes coordinating legal and security reviews and assisting with access to the bidder's library in SharePoint®. This person will also provide broad procurement support for all other procurement related activities. The position is currently classified as a part time SSA; however, due to workload issues the project is requesting this position be upgraded to a fulltime AGPA.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Collaborate with team in the development of Statement of Work, requirements development, pricing, compensation models, proposal evaluations, and contracts. Prepare procurement requests (Contract Request Forms) and all supporting documentation, track and follow up on contract approvals, and maintain all necessary documentation. Assist in the coordination and development of procurement vehicles (Request for Offer, Request for Proposal, etc.) and addenda, including revision history logs and review comment matrices.	576	Ongoing	576
Maintain a working knowledge of Microsoft Project® to assist the Procurement and Contract Management Unit in providing daily and bi-weekly schedule updates for all procurement-related tasks. Monitor the start and finish dates, durations, percentages complete, and predecessors/successors to ensure timely completion of all project procurements and to identify, analyze, resolve and/or escalate any impediments to success. Report procurement progress to project management.	384	Ongoing	384
Administer the project's Bidder's Library by coordinating legal and security reviews of requests for submissions to the library; coordinating vendor requests with the California Department of Technology by providing access to the bidders' library to vendors through SharePoint®, maintaining the bidder's library by modifying and revising the library to provide better accessibility; and developing and maintaining the project's Bidder's Library User's Guide.	384	Ongoing	384
Develop procurement justifications under Government Code 19130 including performing outreach to other government departments. Track the justifications through to final department approval. Participate in various solicitation activities associated with all procurements including the bidders conference, confidential discussions and evaluations.	288	Ongoing	288

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Collaborate with a multi-functional team made up of state, county consultant, and contractor personnel. Prepare agendas, briefing materials and presentations, as necessary, for meetings with project team members, executives and various stakeholder groups. Identify and document potential project risks and issues throughout the course of the project.	288	Ongoing	288
Total Annual Hours			1920
Total Positions			1.0

Senior Project Management Analyst

Position Title	Senior Project Management Analyst		
Position ID	103		
State Classification	Senior Information Systems Analyst		
Organization	Office of Systems Integration		
Position Start Date	July 2016	Position End Date	Permanent
Functional Group	PMO		
Justification	<p>This position was redirected from the CWS/CMS to the CWS-NS as part of the 2016-17 SFL request. However, the position was not formally established. This BCP is requesting to establish this position because there is a critical need for additional PMO resources. All current Sr. PM Analysts are acting as Scrum Masters on each digital service team, causing an insufficient number of resources in the PMO. The project attempted to solve the issue of insufficient PMO resources by redirecting a portion of existing staff's time from other functional areas into the PMO. This has proven to be an ineffective method and led to staff either being over allocated or unable to provide a sufficient level of service to the PMO. To permanently solve PMO staffing issues the project is implementing a strategy of requesting new, experienced, dedicated positions. This position will support the project's project management processes, develop content for control agency documentation, and support all other functional groups with project management support.</p>		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Supports project integration management efforts and processes.	6	12	72
Ensures project management activities are conducted in accordance with project management plans, best practices and industry standards.	6	52	312
Researches special projects and develops and modifies project documentation for a variety of project integration management activities.	4	25	100
Assists the project manager with project management tasks related to quality assurance, risk and issue management, planning, schedule management, and other project management disciplines by providing both required information and recommendations for action by management.	48	6	288
Provides leadership to team members and other project staff on project management policies, procedures, practices, and standards.	12	12	144
Leads team activities in support of agile development processes and removes impediments to development activities.	32	8	256
Implements project management best practices from federal, state and industry standards in order that the CWDS can effectively and efficiently meet project goals and objectives.	15	12	180
Analyses all control agency documents relative to the CWDS and develops the appropriate responses based on the analyst's knowledge of the project's strategic and tactical plans for future changes and their associated technical justification.	6	6	36
Creates and maintains the PMO SharePoint presence.	10	12	120
Assists in the preparation of reports and presentations on project	5	8	40

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
activities and status for various stakeholders.			
Supports project integration management efforts and processes.	5	12	60
Ensures project management activities are conducted in accordance with project management plans, best practices and industry standards.	6	52	312
Total Annual Hours			1920
Total Positions			1.0



Attachment 2 – Workload Analysis Reclassified State Resources

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IT Service Manager

Position Title	IT Service Manager		
Position ID	25		
Original Classification	Systems Software Specialist (SSS) II		
Proposed Classification	SSS II Supervisory		
Organization	Office of Systems Integration (OSI) Child Welfare Services – New System (CWS-NS)		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Service Management		
Justification	<p>The project has made the decision to have state staff provide long-term operations services and phase out the DevOps vendor. To support this, the project is proposing to upgrade an existing SSS II to a SSS II Supervisor in order to provide leadership and oversight over the Service Management functional group. This is the functional group that will utilize the Information Technology Service Management (ITSM) best practices methodology to support implementation of the CWS-NS. This is a critical functional group within the CWDS that requires a dedicated supervisor to manage and lead this team. From a fiscal perspective, upgrading this position is a modest request to ensure there is sufficient support for the CWDS and that ITSM is successfully executed.</p>		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Following the Information Technology Infrastructure Library (ITIL), the incumbent will develop and manage the ITSM plans to include the five stages of the service lifecycle: service strategy, service design, service transition, service operation and continual service improvement. Ensure that ITSM processes fully integrate with other related management and support processes. Lead the review and evaluation of the digital services management deliverables and provide findings and recommendations to the Technical Project Manager regarding acceptance.	800	Ongoing	800
Manage the CWDS activities related to the transition and operation of the CWS-NS. Ensure the performance levels (e.g. digital services, vendor, system, and interface) meet or exceed the agreed upon metrics set forth in the service level agreements. Manage the activities related to system changes, bug fixes and performance tuning. Participate in system change requests, and assist in the review and acceptance of system change deliverables.	360	Ongoing	360
Oversee ITSM related issue and risk management activities to ensure timely and accurate identification, tracking, coordination, resolution/mitigation, documentation, and communication occurs. Advise the Technical Project Manager on service management issues and risks related to the CWS-NS solution. Participate in change management for approved processes in accordance with the CWS-NS Project Change Management Plan. Ensure that changes related to configuration items are provided to the CWS-NS Project in accordance with the Configuration Management Plan.	180	Ongoing	180
Assist in the development of Statement of Works to support non-IT and IT procurement documents (Requests for Offers and Request	180	Ongoing	180

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
for Proposals). Review proposed technical and contractual requirements to ensure compliance with federal and state regulations and current contractual terms and conditions, assist in the preparation of responses to the vendor community, evaluate vendor proposals, and develop justifications and other requests to meet project procurement and contract management needs.			
Participate in the development of project-approval documents such as the state Special Project Report (SPR) and federal Advanced Planning Documents (APD). Prepare various sections of the SPR and APDs in accordance with guidelines and regulations stipulated in the Statewide Information Management Manual and the Code of Federal Regulations respectively. Assist in responding to control agency observations and coordinate responses from CWS-NS Project and CDSS. Also, assist in the development of ad hoc reports for the Legislature, Administration and other entities.	120	Ongoing	120
Collaborate with a multi-functional team made up of state, county consultant, and contractor personnel. Prepare and present technical information to state executives, county, and other stakeholder groups. Participate in discussions with representatives from the California Department of Social Services, Office of Systems Integration, County Welfare Directors Association, California counties, vendors, and other stakeholders.	280	Ongoing	280
Total Annual Hours			1920
Total Positions			1.0

Procurement and Contract Manager

Position Title	Procurement and Contract Manager		
Position ID	29		
Original Classification	Data Processing Manager (DPM) II		
Proposed Classification	DPM III		
Organization	OSI CWS-NS		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Procurement/Contract Management		
Justification	<p>Due to the pivot to the modular procurement approach the project did not accurately account for the increased workload and responsibility of the Procurement and Contract Manager. In the fall of 2015, the CWS-NS Project made a momentous change in both procurement and software development methodologies by moving towards an agile, modular approach and strategy. This change required a major shift in processes and most importantly, a way of thinking about and doing state procurements that had been engrained for years. As a result of this change, the Procurement and Contract Manager's responsibilities and workload increased ten-fold with the need to re-plan and forecast needed resources, establish new processes to meet the project's new agile approach to procurement and assist stakeholders in making this monumental shift. The new modular procurement approach has also resulted in a shift from a single, monolithic procurement to a multitude of procurements occurring back-to-back as well as simultaneously. While these procurements are occurring, there continues to be a need to manage and re-procure existing project contracts. The project is California's first major IT project leveraging the modular procurement process and the increase in workload, exposure and responsibility on the Procurement and Contract Manager position was largely unknown. The project's existing DPM II, Procurement and Contract Manager, now has primary responsibility for the successful procurement and contract management of numerous contracts valued in excess of \$250M. Having a Procurement and Contract Manager with the breadth of knowledge and experience required to successfully conduct all procurement-related activities and manage the resulting contracts is critical for the success of the CWS-NS. Furthermore, based on the function and responsibility of this position, the DPM III classification is commensurate to other OSI projects.</p>		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Provides leadership and direction to the Procurement/Contract Management functional team to ensure the mission, vision and organizational objectives are met and there is a successful transition to a modular procurement methodology.	15	52	780
Ensures Procurement and Contract Management Unit alignment with all of CWDS while making necessary adjustments in strategy and looking for new opportunities to increase performance and promote an ideal work environment.	4	20	80
Collaborates and assists control agencies to strategize needed changes in procurement processes to meet an agile software development schedule.	10	12	120
Plans and forecasts needed resources as changes occur in an agile, iterative software development environment.	5	7	35

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Reviews and manages all contractual obligations to ensure that all terms and conditions of the contract are continually met.	3	37	111
Reviews and makes recommendations to project governance bodies regarding payment of contractor invoices consistent with the contract terms and conditions, Invoice Management Plan, Contract Management Plan, and deliverable acceptance process.	7	7	49
Manages the project's procurement activities required for the development and maintenance of acquisition for information technology (IT) and non-IT goods and services through Request for Proposals, Request for Offers, County Consultant Contracts, Interagency Agreements, etc.	9	10	90
Serves as project liaison to the OSI Acquisition and Contract Services Division (ACSD) and CDSS contract division for all procurement and contracting activities.	15	10	150
Works closely with the Project Director to ensure that the project adheres to the competitive procurement process in accordance with federal and state regulations, laws, policy, and best practices.	5	10	50
Responds to complex inquiries regarding procurement activities and contractual obligations and revisions.	10	5	50
Identifies risks and issues related to procurement and contract management activities and recommends alternatives that result in the best solution for the state.	5	17	85
Oversees staff management and development. Evaluates necessary staff resources and training needs. Establishes performance standards and expectations by conducting probationary reviews, annual Individual Development Plans, constructive intervention, corrective and disciplinary actions and training to enhance personnel growth. Grants or denies staff requests for time off ensuring sufficient leave credits are available for the leave requested.	7	20	140
Provides leadership and direction to the Procurement/Contract Management functional team to ensure the mission, vision and organizational objectives are met and there is a successful transition to a modular procurement methodology.	180	Ongoing	180
Total Annual Hours			1920
Total Positions			1.0

Senior Procurement Analyst

Position Title	Senior Procurement Analyst		
Position ID	34		
Original Classification	Staff Information Systems Analyst (SISA)		
Proposed Classification	Senior Information Systems Analyst (Sr. ISA)		
Organization	OSI CWS-NS		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Procurement/Contract Management		
Justification	<p>Historically, this position supported both the project from a fiscal and procurement perspective. This resource was responsible for the most complex fiscal activities including development of all budget related documents and the Economic Analysis Worksheets (EAWs) for state contract agency documents. However, with the restructuring of the project organization and approval of a new State and Federal Reporting resource, the fiscal responsibility of this resource has been redirected to other resources. This enabled the project to redirect this resource to be dedicated to the Procurement/Contract Management functional group to assist with the increased workload due to the modular procurement approach. Re-classifying this position to a classification commensurate with the required duties will allow the project to recruit a resource who can perform the most complex procurement and contract management activities. The project has a critical need for a procurement analyst at the level of a Sr. ISA as the Procurement and Contract Unit must have an individual who can work under general direction and act as a project leader to guide and monitor procurements for the most complex information technology contracts. This individual must also be able to independently perform complex technical requirements analysis while applying state contracting rules and regulations.</p>		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Develops and maintains solicitation documents (e.g., RFP, RFO, IAA, etc.), including the Statements of Work, pricing, compensation models, proposal evaluations, and contracts.	15	52	780
Prepares procurement packages for requests, justifications, and other procurement related documents in accordance with OSI policy.	10	20	200
Leads and coordinates activities from a project perspective on all procurement-related activities during the development and solicitation processes of all procurements.	10	12	120
Works in collaboration with the assigned OSI ACSD Analyst and the Statewide Technology Procurement Division (STPD) Buyer during the development and solicitation process of all RFPs within the California Department of Technology (CDT) delegated authority.	5	6	30
Coordinates activities including Bidders Conference, questions and answers, correspondences sent to and received from the bidders, confidential discussions, RFP addenda, final RFP proposal evaluation, public cost opening, contract negotiations, and other solicitation related activities.	8	37	296
Develops and updates the project schedule, including tasks, durations and resources and provides status updates to project	7	7	49

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
management on all procurements.			
Ensures contractual obligations of contracted parties are met and are continuously monitored to ensure compliance, including all requirements, deliverables, contractor compensation, service level agreements, liquidated damages, and contract amendments due to work authorizations, system change authorizations, and/or technical services requests.	9	10	90
Works closely with project management on complex contract issues and assists in the resolution of those issues.	15	10	150
Responsible for reviewing the justification for any change to contracts and for ensuring the approved changes are implemented so the change is effective and in compliance with the law.	7	10	70
Collaborates with project staff and contractors on processes for deliverable acceptance, material submissions, and compensation, documenting acceptance approvals, and managing invoices and payment requests.	10	5	50
Manages the deliverable tracking process and any related tools for contractor deliverable due dates. Works with the appropriate project deliverable coordinators for the review and acceptance of said deliverables and works to resolve deficiencies with deliverables.	5	17	85
Total Annual Hours			1920
Total Positions			1.0

Security Analyst

Position Title	Security Analyst		
Position ID	38		
Original Classification	Sr. ISA		
Proposed Classification	SSS II		
Organization	Office of Systems Integration CWS-NS		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Platform		
Justification	<p>SPR #2 identified the existing Security Analyst being converted into a Procurement Analyst to fill the immediate need for additional procurement resources for the API and Intake procurement efforts. SPR #2 also identified a Sr. ISA to start in July 2017 to assume the security workload. In the interim, these duties were to be absorbed by the System Architect and the Enterprise Systems Engineer. However, these positions were unable to absorb these duties with adversely impact other critical areas of responsibilities. Therefore, the project redirected a vacant position to fill this resource gap. The SPR #2 request of a Sr. ISA Security Analyst has been redirected to the PMO (#106).</p>		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Defines and integrates system security policies and procedures into the highly complex statewide CWS-NS Solution.	8	12	96
Works closely with the digital service vendors and development staff to ensure a mutual understanding of security policy and requirements to be incorporated into the CWS-NS solution.	8	144	1152
Oversees the digital service vendors on security architecture and security processes, evaluates deliverables for acceptance, and resolves security questions throughout the project life cycle.	4	12	48
Provides project staff with training and an understanding of the OSI, California Department of Social Services (CDSS), federal, state, and county security policies and procedures.	4	12	48
Oversees the ongoing maintenance and operation of the CWS-NS to ensure that delivery of services is consistent with OSI, CDSS, state, and county security policies and best practices.	4	12	48
Participates in the review and acceptance of contract deliverables related to CWS-NS security architecture and design.	4	12	48
Oversees all security related issue and risk management activities to ensure timely and accurate identification, tracking, coordination, resolution/mitigation, documentation, and communication occurs and advises project management on security issues and risks related to the CWS-NS Solution.	8	12	96
Participates in change management process in accordance with the Change Management Plan and ensures that changes related to security configuration items are provided to the project.	8	12	96
Monitors changes to OSI, CDSS, federal, state, and county security policies along with evolution of industry best practices and standards during the Development and Operations (DevOps) of the system lifecycle to identify new security requirements and advises the project on how to secure operation and delivery of	6	24	144

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
CWS-NS support.			
Conducts periodic security reviews to assess threat, implementation of data security and privacy policies, vulnerability management, security of data, exchange of information internal and external to the system, availability/readiness of disaster recovery and continuity of operations. Provide findings and recommendations to the project management for proper use, operation, and maintenance of the CWS-NS.	5	12	60
Participates in confidential bidder discussions, assists in the development of responses to the vendor and/or control agencies, and prepares change requests related to security requirements.	4	6	24
Supports evaluation of vendor proposals by providing subject matter expertise in the area of security policies, industry security practices, security standards, and security products and services. Provides assessment of how well the proposed security architecture supports the overall needs of the CWS-NS in terms based on threat assessment and implementation of vulnerability management.	10	6	60
Total Annual Hours			1920
Total Positions			1.0

Procurement Support Analyst

Position Title	Procurement Support Analyst		
Position ID	102		
Original Classification	Associate Governmental Program Analyst (AGPA)		
Proposed Classification	Associate Information Systems Analyst (AISA)		
Organization	OSI CWS-NS		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Procurement and Contract Management		
Justification	Due to the increased workload associated with the modular procurement approach and quantity of existing contracts, the project has a need to re-classify this position commensurate to the required level of services. The Procurement Support Analyst will provide technical contract support to the Procurement and Contract Management functional group and be responsible for monitoring procurement project schedules on a daily basis as well as less complex procurements including county consultant agreements and amendments. This analyst will perform a variety of procurement-related tasks in connection with the analysis and development of procurement documents to support information technology procurements. Having this position re-classified will allow the remaining resources in this functional group to focus on the procurement and management of the more complex contracts.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Assists the Procurement/Contract Management functional group on the development of complex procurement documents such as RFPs, RFOs, County Consultant Contracts, IAAs, and any supporting documentation.	15	52	780
Develops Statement of Works (SOW) for less complex procurements including RFOs and county consultant contracts.	10	19	190
Assists in the development of all procurement-related material, including Government Code 19130 justifications, contract request forms and contractor budget detail.	10	12	120
Assists in the tracking of the development of SOW, requirements developing, pricing, compensation models, proposal evaluations, and contracts.	5	5	25
Assists in the coordination and development of the RFP and addenda, including revision history logs and review comment matrices.	8	37	296
Develops, configures, and maintains the digital service RFP Bidders Library including the development and management of user access.	7	7	49
Researches and assists staff and stakeholders in the retrieval of project information and records, including working with departmental staff on complying with Public Records Act requests and ad hoc data queries.	9	10	90
Provides technical tools support to project and other users on the bidders library including providing training to ensure confidential documentation is properly secured.	15	10	150
Develops and updates the procurement project schedule, including	7	10	70

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
tasks, durations and resources and provides status updates to project management on all procurements.			
Maintains the Project's web-based bidders library for all digital service procurements. This includes ensuring proper access to all applicable parties, vetting documents through the appropriate approval process.	10	15	150
Total Annual Hours			1920
Total Positions			1.0

State and Federal Reporting Supervisor

Position Title	State and Federal Reporting Supervisor		
Position ID	105		
Original Classification	DPM II		
Proposed Classification	Sr. ISA Supervisor		
Organization	OSI CWS-NS		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	State and Federal Reporting		
Justification	This position was identified as a DPM II in the 2016-17 SFL; however, after internal discussions it was re-classified to a Sr. ISA Supervisor. This was due to the expectation that this position would be a working resource that has the autonomy to make decisions regarding State/Federal/ reporting issues. For this reason, it was decided that the appropriate classification be a Sr. ISA Supervisor considering the pay scale is nearly identical to that of a DPM II.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Leads the State and Federal Reporting Team to ensure all activities are properly reported to State and federal control agencies.	200	Ongoing	200
Leads activities related to development of Special Project Reports (SPR), Advance Planning Documents (APD), Budget Change Proposals (BCP), Spring Finance Letters (SFL), and any other reporting or budget documents required of the project.	800	Ongoing	800
Staff recruitment, supervision and development. Establishes performance standards and expectations as well as monitors staff achievement towards those benchmarks.	280	Ongoing	280
Manages the State and Federal Reporting Team's tasks during the project lifecycle.	180	Ongoing	180
Leads the development of responding to control agency questions regarding any reporting document.	160	Ongoing	160
Collaborates with and provides project status updates to CDSS, California County Director's Association (CWDA), Legislature, and other key stakeholders for any reporting activities.	150	Ongoing	150
Prepares and gives presentations to state executives and various stakeholder groups. Participates in a variety of project and stakeholder meetings and workgroups.	150	Ongoing	150
Total Annual Hours			1920
Total Positions			1.0

Test Service Manager

Position Title	Test Service Manager		
Position ID	NA		
Original Classification	DPM I		
Proposed Classification	DPM II		
Organization	OSI Child Welfare Services/Case Management System (CWS/CMS)		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Test		
Justification	Within the agile environment each new vendor will be required by the state to develop and test each new digital service independently and in integration with all other digital services. An API vendor is currently on site and building cod, an Intake vendor will begin building code in September 2016 and IBM continues to build code for the legacy system. This additional workload requires dedicated CWDS positions with a management resource to support the expanding test workload that will emerge from this approach. This request is to meet a present and growing need for a comprehensive structured testing program for digital services within CWDS.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Directs the activities for the development of test plans, schedules, test scripts, reports test activities to executive management, resolves highly sensitive test issues, and oversees performance of tests.	500	Ongoing	500
Oversees the review and integration of vendor deliverables and work products.	60	Ongoing	60
Manages all test related activities to ensure all system components are tested at multiple integration levels to verify the functionality and completeness of the system.	250	Ongoing	250
Oversees and manages CWDS vendor contract activities related to state acceptance and issue management.	120	Ongoing	120
Monitors the CWDS Test Team in the identification and development of script coversheets and script procedures.	120	Ongoing	120
Ensures control measures are in place for completed test scripts.	120	Ongoing	120
Directs the activities for development for the test plan, testing schedule, testing scripts, recruitment and contracts for personnel resources (state staff, SME's and/or contractor staff).	180	Ongoing	180
Oversees test results.	80	Ongoing	80
Distinguish between application defects, incorrect requirements, outstanding issues, and training issues.	80	Ongoing	80
Ensure the correct process (defect resolution, change management, and issue management) is identified and followed to achieve timely resolution.	100	Ongoing	100
Manages the development of measurements and written reports to evaluate trends and defects identified in test and issue resolution.	50	Ongoing	50
Assists in the development of budget and control agency documents required for CWDS, including Advanced Planning	20	4	80

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Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Documents (APD), Budget Change Proposals (BCP), and preparation of contractor contracts, task forces, project status reports, etc.			
Manages testing support activities, county staff time, schedule, and allocation dollars.	80	Ongoing	80
Collaborate with a multi-functional team made up of state, county consultant, and contractor personnel. Prepare and present information to state executives, county, and other stakeholder groups. Participate in discussions with representatives from the California Department of Social Services, Office of Systems Integration, County Welfare Directors Association, California counties, vendors, and other stakeholders.	100	Ongoing	100
Total Annual Hours			1920
Total Positions			1.0



Attachment 3 – Workload Analysis New County Consultants

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Implementation County Consultants

Position Title	Implementation County Consultants		
Position ID	#CC 33 and #CC 34		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	June 2020
Functional Group	Implementation/Training		
Justification	<p>The project did not request dedicated county consultants to assist with broader Intake implementation activities. This position will assist the Implementation/Training functional group in ensuring that county input is considered in the development and delivery of training materials and delivery method for each release, policy and procedure updates (OCM), release materials, and implementation planning and delivery of the Intake digital service in all 58 counties (CWS and Probation), CDSS and Tribes. The county consultants will work directly with the Implementation Team, Intake Implementation Vendor and county staff to provide broader input across the implementation of multiple digital services and to assist with the identification of unique county implementation. Having these additional resources will ensure there is sufficient stakeholder representation and assistance to make the Intake implementation successful.</p>		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Interprets user insight and performance data to assist in implementation and training needs for county users.	6	52	312
Clarifies and articulates the diverse implementation requirements of end users and delivery partners to support effective delivery of the solution.	6	12	72
Gathers and reports detailed implementation performance data against key indicators to generate actionable improvements to the delivery of the digital services.	12	52	624
Complies and presents reasonable conclusions from a wide range of incomplete and complex evidence and data to improve service outcomes.	9	52	468
Identifies the main issues in complex problems and clarifies stakeholder expectations.	7	20	140
Makes difficult decisions by pragmatically weighing the complexities involved against the need to act.	6	51	306
Acts in the capacity of an SME in discussions with the various digital service teams to explain the diverse, complicated issues surrounding implementation and training needs.	10	15	150
Recommends new or amended processes and methods as a result of emerging technologies to achieve customer satisfaction.	6	20	120
Researches, analyzes, and resolves highly complex business or technical issues.	10	16	160
Keeps continually abreast of changes to user habits, preferences and behaviors across various digital platforms and their implications for successful delivery of government digital services.	12	20	240
Underpin the delivery and iteration of digital services through effective analysis of qualitative and quantitative user data.	24	12	288
Provides suggested changes to related program descriptions,	12	16	192

CWDS FY 2017-18 BCP
Attachment 3 – Workload Analysis New County Consultants

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
needs, or outcomes developed within each digital service.			
Researches, analyzes legislation, regulations, state and county decisions in regard to impact of the CWS-NS.	12	20	240
Meets with stakeholders, staff, end users, and other appropriate persons from various private and/or governmental organizations for the purposes of inclusion of program policy and regulation, and procedure development for the implementation of the CWS-NS.	24	16	384
Assists in the development of appropriate stakeholder communication and communication methods regarding implementation and training.	12	12	144
Total Annual Hours			3840
Total Positions			2.0

Communication County Consultant

Position Title	Communication County Consultant		
Position ID	#CC 35		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	Permanent
Functional Group	Communication		
Justification	<p>SPR #2 did not request dedicated county consultants to assist in project communication activities. This position will ensure county input is considered in the development and delivery of communications, responses to questions, and delivery of presentations and other materials for the counties and other stakeholders. There is currently one county consultant assigned to the communication team on a part-time basis which has proven to be problematic. The communications related work continues to increase and an additional county consultant is required to work on the product backlog, prepare for presentations and stakeholder reports and respond to stakeholder questions.</p>		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Provides leadership and direction to the Procurement/Contract Management functional team to ensure the mission, vision and organizational objectives are met and there is a successful transition to a modular procurement methodology.	6	18	108
Ensures Procurement and Contract Management Unit alignment with all of CWDS while making necessary adjustments in strategy and looking for new opportunities to increase performance and promote an ideal work environment.	6	6	36
Collaborates and assists control agencies to strategize needed changes in procurement processes to meet an agile software development schedule.	6	20	120
Plans and forecasts needed resources as changes occur in an agile, iterative software development environment.	6	10	60
Reviews and manages all contractual obligations to ensure that all terms and conditions of the contract are continually met.	6	10	60
Reviews and makes recommendations to project governance bodies regarding payment of contractor invoices consistent with the contract terms and conditions, Invoice Management Plan, Contract Management Plan, and deliverable acceptance process.	6	8	48
Manages the project's procurement activities required for the development and maintenance of acquisition for information technology (IT) and non-IT goods and services through Request for Proposals, Request for Offers, County Consultant Contracts, Interagency Agreements, etc.	12	6	72
Serves as project liaison to the OSI Acquisition and Contract Services Division (ACSD) and CDSS contract division for all procurement and contracting activities.	6	8	48
Works closely with the Project Director to ensure that the project adheres to the competitive procurement process in accordance with federal and state regulations, laws, policy, and best practices.	12	8	96
Responds to complex inquiries regarding procurement activities	12	10	120

CWDS FY 2017-18 BCP
Attachment 3 – Workload Analysis New County Consultants

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
and contractual obligations and revisions.			
Identifies risks and issues related to procurement and contract management activities and recommends alternatives that result in the best solution for the state.	24	6	144
Oversees staff management and development. Evaluates necessary staff resources and training needs. Establishes performance standards and expectations by conducting probationary reviews, annual Individual Development Plans, constructive intervention, corrective and disciplinary actions and training to enhance personnel growth. Grants or denies staff requests for time off ensuring sufficient leave credits are available for the leave requested.	12	8	96
Provides leadership and direction to the Procurement/Contract Management functional team to ensure the mission, vision and organizational objectives are met and there is a successful transition to a modular procurement methodology.	12	10	120
Total Annual Hours			1920
Total Positions			1.0



Attachment 4 – Workload Analysis New Project Support Consultants

FY 2017-18 BCP

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Implementation Support Consultants

Position Title	Implementation Support Consultants		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	June 2019
Functional Group	Implementation/Training		
Justification	Currently the Implementation/Training functional group consists of four (4) dedicated state/consultant resources and several other positions that are only partially allocated to the group. Since this work effort is temporary in nature (two years) it is not practical for the project to request limited term state resources given the project's history with recruiting limited term positions to fill this resource gap. These resources will be an extension of the state Implementation/Training team and will be paired with the vendor Implementation Leads to provide oversight support and ensure the end users are receiving the support required to successfully deliver the CWS-NS. These resources will assist the state during the implementation of the Intake digital service and the other five (5) digital services that will begin implementation throughout FY 2017-18 and into FY 2018-19.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Assists the state in providing oversight, support and guidance to the vendor Implementation Leads.	4000	Ongoing	4000
Partners with the vendor Implementation Leads to work with the end user organization to get them ready for the various go-lives of each digital service.	3040	Ongoing	3040
Provides on-site support to end user organizations during implementation activities.	2400	Ongoing	2400
Assists with the development of the rollout timeline.	1440	Ongoing	1440
Reviews and provides feedback on vendor deliverables and work products.	640	Ongoing	640
Assists with OCM activities in each end user organization to ensure each organization and individual are prepared for implementation of the CWS-NS.	960	Ongoing	960
Assists with the development of the Implementation project schedule: <ul style="list-style-type: none"> - Project Management - Communications - Data Cleansing - OCM - Staff Training - Technical Readiness 	640	Ongoing	640
Monitors and provides state-level oversight of each end user organization's implementation progress.	640	Ongoing	640
Monitors implementation risk identification and mitigation.	320	Ongoing	320
Participates in Go-Live readiness meetings and activities.	640	Ongoing	640
Provides remote Go-Live support to each end user organization.	640	Ongoing	640
Total Annual Hours			15360
Total Positions			8.0

Data Conversion Consultant

Position Title	Data Conversion Consultant		
Organization	Office of Systems Integration		
Position Start Date	Jan 2017	Position End Date	June 2018
Functional Group	Data Management		
Justification	<p>This consultant will assist the counties in identifying and defining the activities to be performed and the products to be provided or created as part of the analysis, design, coding, and testing of the software needed to convert data from the existing CWS/CMS and other auxiliary systems in preparation for populating in the CWS-NS data repositories. The data conversion consultant will assist counties in the migration of production CWS/CMS data to be utilized for core product configuration and to support development of the custom services, as well as data from identified decommissioned external systems in CDSS and counties. At the point of system deployment, the same migration process will be expanded to include the entire production CWS/CMS data archive including binary large object data. The complex execution of the data migration for each system will require individual development of scripts and code to implement the migration and execute necessary testing of the process which the data conversion consultant will assist the counties with.</p>		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Acts as a Data Conversion project manager to assist the counties in successfully performing data conversion activities.	1200	Ongoing	1200
Reviews the results of the data cleansing efforts performed by the M&O team and assist the state in ensuring all measures have been completed to obtain the highest quality data prior to beginning transfer and conversion data.	200	Ongoing	200
Provides assistance to the state in developing a testing environment for data conversion activities that will support the high volumes and complexity of data from external systems and the CWS-CMS.	140	Ongoing	140
Assists the state in developing and maintaining the CWS-NS Data conversion plan and the data conversion design specification.	80	Ongoing	80
Assist the state in developing scripts and code to implement the migration and execute testing of the process.	150	Ongoing	150
Assists in the migration of production CWS/CMS data to be utilized for core product configuration and to support development of the custom services, as well as data from identified decommissioned external systems in CDSS and counties.	150	Ongoing	150
Total Annual Hours			1920
Total Positions			1.0

Agile Coach Consultant

Position Title	Agile Coach Consultant		
Organization	Office of Systems Integration		
Position Start Date	July 2017	Position End Date	June 2016
Functional Group	Project Management		
Justification	The project currently has one agile coach, however, given the size and the number of new development teams the project has a need for an additional agile coach. This resource will work with the development teams to ask questions, so that the team can learn and enhance their knowledge base and respond with an appropriate answer or activity. The project is taking a more consultative, instructive and training-oriented approach since agile is a new concept within the state environment. Therefore, it is critical to have sufficient and appropriate resources to guide the state and ensure project success.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Delivers targeted training and coaching to introduce and support the development of skills in agile practices for project teams, management, and other key stakeholders.	500	Ongoing	500
Provides teams with ongoing support for the first few sprints/iterations to accelerate their learnings, overcome obstacles, customize solutions to meet their needs, and dispel common myths.	500	Ongoing	500
Integrates Agile practices for project management into the PMO/portfolio project management framework and tool kit	200	Ongoing	200
Develops and implements an agile software development process to support the ongoing maintenance and operation of the project.	200	Ongoing	200
Provides an enterprise view of agile topics and integration points with service management, project and portfolio management, and operational management.	120	Ongoing	120
Informs and educates key stakeholders on agile topics.	100	Ongoing	100
Develops and conducts training on agile topics; and the agile software development process(es).	100	Ongoing	100
Coordinates and aligns coaching and training efforts with the on-site agile coach.	100	Ongoing	100
Leads by example and modeling the agile practices, including becoming engaged as a scrum master as needed.	100	Ongoing	100
Total Annual Hours			1920
Total Positions			1.0

Attachment 5 – Project Bridging Document

Attachment 5 provides a display of all budget changes proposed in this Budget Change Proposal (BCP) and the project's proposed FY 2017-18 budget.

BUDGET (All dollars in thousands)	FY 16-17 ¹ Baseline Budget	FY 17-18 CWS-NS BCP Request	FY 17-18 Proposed CWS- NS Budget
OSI CWS-NS Costs			
Personnel Services	4,358	5,987	10,345
Existing Positions ²	4,358	-	4,358
New Positions	-	5,915	5,915
Reclassified Positions	-	72	72
Hardware/Software Purchase	874	(607)	267
Contract Services	23,666	45,135	68,801
Software Customization Services	14,422	30,842	45,264
Project Management Services	1,460	282	1,742
Technical Support Services	5,455	4,968	10,423
Implementation Support Services	271	2,128	2,399
Interface Support Services	-	4,400	4,400
County Consultant Services	2,058	2,515	4,573
Data Center Services	1,154	271	1,425
Facilities Services	1,687	(352)	1,335
Other Services (OE&E)	7,494	(14)	7,480
Total OSI CWS-NS Costs	39,233	50,420	89,653
CDSS State Operations Costs			
Personnel Services	2,022	(92)	1,930
Existing Positions	2,022	(92)	1,930
New Positions	-	-	-
Reclassified Positions	-	-	-
Other Services (OE&E)	810	(17)	793
Total CDSS State Operations Costs	2,832	(109)	2,723
OSI CWS/CMS Costs			
Personnel Services	-	10	10
Reclassified Positions	-	10	10
OE&E	-	368	368
Total OSI CWS/CMS Costs	-	378	378
Total CWDS 2017-18 BCP Request	42,065	50,689	92,754
Funding Split (General Fund)	21,033	25,345	46,378
Funding Split (Federal Fund)	21,032	25,344	46,376
CDSS Local Assistance Costs			
Contract Services	2,394	13,341	15,735
IV&V Services	540	180	720
IPOC Services	338	-	338
Implementation Support Services	520	-	520
County Consultant Services	996	-	996
State Transitions Costs	-	13,161	13,161
County Participation Costs	10,230	58,109	68,339
Other Services (OE&E)	3,668	(1,456)	2,212
Total CDSS Local Assistance Costs³	16,292	69,994	86,286
Total CWS-NS Project Costs⁴	58,357	120,305	178,662
Funding Split (General Fund)	29,179	60,153	89,332
Funding Split (Federal Fund)	29,178	60,153	89,331

¹ The project has modified the budgeted line items as compared to the Bridging Document contained in the 2016-17 SFL, but continues to remain within the total appropriation.

² Baseline funding includes 3.0 positions and \$322K redirected from CWS/CMS included in the FY 2016-17 SFL. However, positions were approved as temporary and this BCP is requesting to establish them as permanent. They are included in the attached fiscal sheets, but not reflected in the BCP column because they are already in the baseline.

³ Not included in FY 2017-18 BCP request as this is requested through the Local Assistance Premise.

⁴ Does not include CWS/CMS costs as this is not a reportable project.